The Power of Partnerships:

New Opportunities for Aboriginal Peoples and Ontario Businesses

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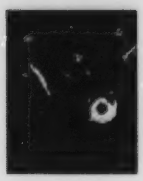

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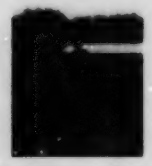

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Notice to Readers:

This Partnership Development Resource Kit (Resource Kit) is intended to provide general information on partnership development between Aboriginal communities and businesses and the corporate sector in order to help facilitate the development of such partnerships. The Resource Kit addresses such issues as why partner, who the partners are and how to partner, and provides examples of partnerships, other sources of information and resources for more information.

The Resource Kit is intended as a guide only and not as a substitute for professional advice. Potential partners are encouraged to seek professional advice for assistance when developing their own partnership projects. Although the intention has been to be as accurate as possible in the information provided, the Government of Ontario cannot guarantee the accuracy of the information.

It is hoped that the Resource Kit will prove to be a useful introduction to the development of effective and productive partnerships.

Any questions or comments pertaining to this Aboriginal Partnership Development Resource Kit may be addressed to:

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For more information, please visit our Web sites at:
www.aboriginalbusiness.on.ca
www.nativeaffairs.jus.gov.on.ca

The Ontario Native Affairs Secretariat would like to thank the Resource Kit Steering Committee, the Working Partnerships Advisory Committee, the Partnership Development Advisors, and the Aboriginal and Corporate sector business partners for their contributions, advice and assistance in developing this Aboriginal Partnership Development Resource Kit.

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Introductory Message

This Partnership Development Resource Kit has been developed as a tool to help build Aboriginal economies so that Aboriginal people and communities can more fully share in Ontario's economic growth.

It is one of the elements that flows from Ontario's approach to Aboriginal affairs as set out in the Aboriginal Policy Framework (APF), announced in March 1996.

The focus of the APF is on economic development. The Framework's goal is a future in which Aboriginal communities have stronger economies and greater capacity to become more self-reliant and exercise greater responsibility for their well-being.

In July 1998, the Building Aboriginal Economies strategy was launched following discussions and consultations with Aboriginal businesses and community members, the private sector and the federal government. The strategy reflects the advice provided in those discussions: that more Aboriginal partnerships with the corporate sector are needed.

Clearly, the time is right for Aboriginal people and the corporate sector to work together for the benefit of all Ontario.

This Resource Kit is a tool to help make things happen. It is designed to assist both Aboriginal communities and businesses and the non-Aboriginal business sector to:

- better understand the benefits of partnering with each other;
- build mutual understanding of each other's cultures, protocols and expectations;
- illustrate the range of partnership types; and
- set out how to approach potential partners, build trust and foster successful relationships.

Ontario Native Affairs Secretariat

The Power of Partnerships

Chapter 1

Building Aboriginal Economies

1 Building Aboriginal Economies

1. The Context for Partnerships

Partnerships are a central element in Aboriginal societies. They take many forms, including trade and political alliances. Long before Europeans arrived in North America, Aboriginal peoples maintained extensive trade networks, exchanging surplus products, obtaining essential or desirable supplies and distributing new materials and products.

Partnerships between Aboriginal and non-Aboriginal peoples also have a long history in Canada. Early partnerships were based on trade, particularly the exchange of local products, such as whale oil, baleen, timber and furs in exchange for European goods, and later involved nation-to-nation relationships and even military alliances.

"Partnerships between Aboriginal and non-Aboriginal peoples have a long history in Canada"

The alienation of Aboriginal peoples from lands and resources, that occurred as a result of mass migration from Europe and government laws, pushed Aboriginal people to the margins of the Canadian economy, prevented meaningful participation in the market economy and dramatically reduced the potential for partnership.

Today, there is a renewed focus on partnerships, especially on business partnerships between Aboriginal and non-Aboriginal organizations that can foster Aboriginal development.

This reflects some fundamental changes in the Aboriginal social and political climate over the past twenty years. Economic

development is seen as a key to building better lives and strengthening Aboriginal cultures and values. Economic growth is essential to break the dependence on welfare.

It reflects the new opportunities rising from land claim settlements and from the rapidly growing, better educated and increasingly entrepreneurial Aboriginal population.

It also reflects a growing understanding of the power of business partnerships and how they help both partners achieve their goals.

2. Ontario's Building Aboriginal Economies Strategy

Building Aboriginal Economies (*BAE*) is the outcome of the commitment made by the Ontario government in the March 1996 Aboriginal Policy Framework to prepare a strategy to encourage Aboriginal economic development through consultation with Aboriginal, private sector and other government interests.

The *BAE* strategy was designed to benefit all Aboriginal people in Ontario, including First Nations, Métis, women, urban Aboriginal people, Inuit and youth.

Through the *BAE* strategy, Ontario is working with Aboriginal peoples, the corporate sector and other governments to promote Aboriginal business development and encourage Aboriginal partnerships with the corporate sector that can create long-term jobs and economic opportunities for Aboriginal communities.

The strategy is a coordinated framework of more than 35 Ontario government programs and services across 11 provincial ministries. The strategy identifies four key approaches to promoting Aboriginal economic development:

- increasing Aboriginal partnerships with the corporate sector;
- removing barriers to Aboriginal business development;
- improving access to government services; and
- creating opportunities for Aboriginal economic development to occur.

3. The Working Partnerships Program

• Resources section

The Working Partnerships program is the centrepiece of the *BAE* strategy, focusing on promoting economic partnerships between Aboriginal communities and the corporate sector.

Partnerships are key to promoting long-term jobs and economic opportunities for Aboriginal peoples. The Working Partnerships program includes various initiatives designed to address a range of recognized barriers and constraints inhibiting Aboriginal economic development and foster more Aboriginal partnerships with the private sector.

The development of this Resource Kit as a tool to assist Aboriginal communities and businesses to develop partnerships with the corporate sector in Ontario is an important initiative of the Working Partnerships program.

The Power of Partnerships

Chapter 2

The Resource Kit

2 The Resource Kit

This Partnership Development Resource Kit is designed to promote mutually beneficial partnerships between Aboriginal and non-Aboriginal organizations in Ontario. There are many ways to reach successful partnerships. Different paths will work in different settings and situations. As such, this Resource Kit should be viewed as a road map to partnership that allows each organization and each set of partners to chart their own course.

"This resource kit should be viewed as a road map to partnership"

1. Purpose of the Resource Kit

This Partnership Development Resource Kit is designed to:

- assist Aboriginal businesses and communities and corporate sector partners to develop and maintain mutually beneficial partnerships;
- raise awareness about partnerships, including what they are and why they are valued;
- increase understanding about the partners themselves, including who they are and how they operate; and
- provide insight into the partnership process, including specific steps for getting started and building partnership arrangements.

2. Who Can Use the Resource Kit

This Resource Kit aims to help both Aboriginal and non-Aboriginal organizations develop partnerships.

While many different types of organizations can use this document, it will be especially useful to businesses that are interested in developing partnerships but have not yet done so.

Within the Aboriginal community, this Resource Kit will assist First Nations, Métis, Aboriginal women's groups, urban Aboriginal organizations, Inuit, and Aboriginal youth, as well as Aboriginal businesses that want to pursue or expand partnership relations with the corporate sector.

In the non-Aboriginal business sector, this Resource Kit is designed to be useful to all sizes of business, operating in many different parts of the economy.

This document reflects the diversity of both the Aboriginal population and the corporate sector in Ontario. It also takes regional differences into account, particularly those between the northern and southern parts of the province.

3. How to Use the Resource Kit

This Resource Kit provides answers to three key questions related to partnerships:

- First, it explores the question, "why partner." Chapter Three examines the factors underlying the growing trend toward business-related partnerships between Aboriginal and non-Aboriginal organizations.
- Second, it examines the question, "who are the partners." Chapter Four describes who the potential Aboriginal partners are, while Chapter Five deals with the non-Aboriginal business sector in Ontario. Chapter Six explores and debunks common myths and misconceptions that have arisen about both partners.
- Third, it outlines "how to partner." Chapter Seven describes the main steps in the partnership process, providing practical information of what to do and what mistakes to avoid.

This Resource Kit also describes the Ontario experience in building partnerships. Chapter Eight presents a number of case studies of successful partnerships between Aboriginal businesses and companies in the wider corporate sector in Ontario.

Because this document is intended to be a beginning to partnership, the Resources section provides many additional sources of assistance and information that can help all potential partners.

This Resource Kit is designed to help different organizations find their own paths toward partnership. It is modular and does not have to be read cover-to-cover from beginning to end. Each chapter is extensively cross-referenced to guide users to the information that they need quickly and efficiently.

Finally, this Resource Kit aims to be practical. It provides checklists that can be used as guides in the development of a partnership, and it provides tips and helpful hints about ways to make the partnership process a success.

Chapter 3

Why Partner: The Power of Partnerships

3 Why Partner: The Power of Partnerships

1. What are Corporate-Aboriginal Partnerships?

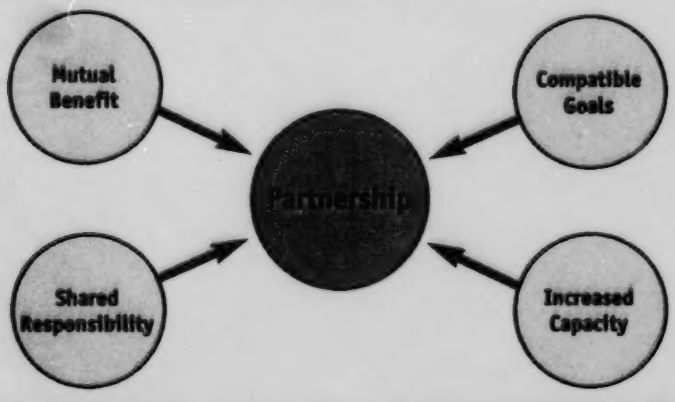
"Partnerships only make sense if each partner is made stronger by working together"

At its essence, a corporate-Aboriginal partnership is an explicit and deliberate arrangement between Aboriginal people and the corporate sector to combine resources in order to achieve specific, mutually agreed objectives.

In some cases this will involve a legally-structured business arrangement. In other cases, the partners may agree on a less formal relationship, for example, to work together on a particular activity or project.

Each partnership is a unique reflection of the partners, their goals and the context within which they are working. Generally, all partnerships have four common attributes that set them apart from other types of relationships.

Figure 1 Common Attributes of Partnerships



See Also

- Myths and Misconceptions – Chapter 6
- Partnerships in Practice – Chapter 8

Mutual Benefit: Partnership arrangements deliver something of value to each party.

Shared Responsibility: A partnership means that both parties contribute resources and share the risks.

Compatible Goals: In a partnership, the partners have compatible, if not identical, goals. Ideally, there is a strategic fit between the partners.

Increased Capacity: Partnerships enable both parties to do more together than either one could do alone.

Partnerships are a means to an end, not an end in themselves. A good partnership opens new opportunities, which in turn helps each partner achieve its goals. A good partnership helps to mobilize resources and develop capabilities that would otherwise have been difficult for either partner to do alone. The path to partnership is not always easy. Barriers and constraints exist on both sides. However, as the growing number of successful business partnerships shows, the effort to overcome obstacles can be well worth making.

Critical Success Factors

- Relationship building on principles of honesty, sharing and kindness
- Mutual respect
- Mutual knowledge and understanding
- Mutual trust
- Explicit goals
- Clear roles and responsibilities
- Open dialogue and communications
- Creativity
- Flexibility
- Sustained commitment

2. Types of Partnerships

Corporate-Aboriginal partnership arrangements take many forms.

- They can be structured in different ways using a variety of legal and/or contractual frameworks.

- Myths and Misconceptions - Chapter 6
- Partnerships in Practice - Chapter 8

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- They can vary in scope from multi-faceted commitments to smaller, more focused arrangements.
- Partnerships can vary in their purposes and be tailored to different sectors as well as different functions.
- Many types of organizations can form partnerships. The partners can be small or large, for-profit or not-for-profit, and they can be found in urban, rural and remote locations.

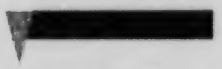
Generally, there are three main types of partnerships: joint ventures, strategic alliances or comprehensive partnerships.

Joint Ventures: A form of partnership where a new legal entity is created to carry out a specific purpose or set of purposes. Joint ventures are found in many different sectors of the economy, and usually involve complex, long-term arrangements between two or more organizations.

Strategic Alliances: Usually have a narrowly focused set of purposes. The partners remain legally separate entities, but they agree to collaborate in one principal area, such as employment development, contracting, marketing, service provision, technology development, etc.

Comprehensive Partnerships: In this form of partnership, the partners remain legally separate entities but make a joint commitment to collaborate in a number of inter-related areas. Comprehensive partnerships often involve long-term economic and community development activities.

Table 1 illustrates different types of partnership arrangements that have been established between Aboriginal communities and businesses and the corporate sector in Ontario. Most of these partnerships are described in more detail in Chapter 8 - *Partnerships in Practice.*



- Partnerships in Practice - Chapter 8

Table 1 Partnership Arrangements

Arrangement	Description	Types	Examples
Joint Ventures	• the partners form a new legal entity • new entity fulfils a specific purpose or set of purposes	• manufacturing • marketing and production	• Batchewana Band Industries - Advanced Thermodynamics Corporation
Strategic Alliances	• each partner remains legally separate • joint commitment to collaborate in one key area	• employment • service provision • marketing • product development • construction	• Miziwe Biik - Toronto Trade Council • Union Gas - Six Nations Natural Gas • Abenaki Associates - ACCPAC • Iroquois Cranberry Growers - Stoney Ridge Cellars
Comprehensive Partnerships	• each partner remains legally separate • joint commitment to collaborate in multiple areas	• community development • resource development • infrastructure development	• Bowater & Weyerhaeuser - Waabigon Saaga'igan First Nation • Musselwhite Agreement

3. What is Driving the Partnership Trend?

Partnerships are becoming a "way of doing business" among many Aboriginal and corporate organizations. Six key factors are driving this trend.

Aboriginal economic self-sufficiency

Partnerships with the corporate sector can help Aboriginal communities and entrepreneurs to build the capacity and the institutions needed to attain economic self-sufficiency.

Business opportunity

Many non-Aboriginal businesses are attracted to partnership by the growing opportunities in Aboriginal markets. Population growth, a surge in Aboriginal entrepreneurship and increased financial strength from land claim settlements are all working together to increase the purchasing power of Aboriginal peoples, communities and businesses.

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Demographic factors

Partnerships can help organizations, Aboriginal and non-Aboriginal alike, realize the opportunities that are emerging as a result of demographic trends. The Aboriginal population is growing rapidly and changing dramatically. With this, new markets are opening and new employees and suppliers are becoming available.

Access to resources

Aboriginal communities are gaining considerable influence over access to resources through environmental approval processes and permit processes. Partnerships can help build community support for resource development and other land use.

Commitment to social and environmental responsibility

Partnerships enable companies to meet rising expectations for social responsibility. With new standards for accountability, corporations are increasingly expected to perform well not only in economic terms, but in social and environmental terms as well. Partnerships can help corporations meet their "triple bottom-line" commitments to financial, social and environmental goals.

Government policy and legislation

Governments are actively fostering partnerships between Aboriginal and non-Aboriginal organizations. This is being accomplished in part through policy commitments, such as Ontario's *Building Aboriginal Economies* strategy and the federal government's *Gathering Strength* strategy. It is also being shaped by licensing arrangements in the resource sector, as well as employment and procurement practices.

- Benefits of Partnerships for Aboriginal Peoples - Chapter 3
- Benefits of Partnerships for Corporations - Chapter 3
- Aboriginal Peoples in Ontario - Chapter 4

4. Aboriginal Economic Development: The Role of Partnerships

Aboriginal economic development is motivated by three objectives:

- to attain economic self-sufficiency;
- to improve the socio-economic conditions of the Aboriginal population; and
- to preserve and strengthen traditional culture, values and languages and, in turn, to ensure these are reflected in the approach to development.

Economic development has many dimensions. For example, strengthening the capability for community development through education, training and institution building is a major priority. In recent years, Aboriginal communities have increased their efforts to establish and foster businesses in order to exercise control over the economic development process. This has involved:

- fostering the development of small Aboriginal-owned businesses;
- establishing community-owned enterprises; and
- developing a mixed economy of small businesses and community enterprises.

Alliances, partnerships and joint ventures between Aboriginal and non-Aboriginal organizations help develop businesses that can compete and profit over the long run. As such, they can be a tool, within a range of options, for achieving goals related to Aboriginal economic development.

However, many Aboriginal organizations hesitate to embrace partnerships with the wider business community. There may be a legacy of distrust arising from past experiences and concerns about the potential for incompatible expectations, operational problems and a negative impact on traditional values.

Partnerships only make sense if each partner is made stronger by working together. If this is not the case, then other options for economic development may be better. Even so, many Aboriginal

communities and businesses have found that the benefits of corporate partnerships outweigh the problems and risks.

- Aboriginal Peoples in Ontario - Chapter 4
- How to Partner - Chapter 7
- Partnerships in Practice - Chapter 8

5. The Benefits of Partnership for Aboriginal People

Partnerships can facilitate sustainable community development by:

- helping to build the institutions and infrastructure that contribute to economic self-sufficiency and control;
- expanding and diversifying the economic base of the community;
- providing long-term employment and skill-development opportunities;
- developing wealth-generating businesses that can invest and grow;
- transferring management expertise and technical know-how applicable in many areas; and
- increasing control of the local and regional economy.

Partnerships can help strengthen Aboriginal business capacity by:

- leveraging existing resources and capabilities;
- improving access to capital and financial resources;
- developing and training employees;
- transferring new technologies and processes;
- fostering innovation; and
- developing managerial skills and expertise.

- Aboriginal Peoples in Ontario - Chapter 4
- How to Partner - Chapter 7
- Partnerships in Practice - Chapter 8

Partnerships can increase Aboriginal access to markets by:

- transferring market knowledge;
- improving the ability to compete for larger contracts;
- building the capability to supply and serve a larger customer base; and
- strengthening the capability to take advantage of government procurement and contracting opportunities.

6. The Benefits of Partnership for Corporations

Partnerships can improve corporate access to Aboriginal markets by:

- helping companies understand Aboriginal customers;
- improving their ability to reach the Aboriginal market;
- providing better quality and more cost-effective services to the market; and
- creating avenues for participation in government procurement and contracting opportunities.

Partnerships help companies gain better access to new resources and capabilities by:

- tapping into the growing, better educated Aboriginal labour market, now and in the future;
- finding new local suppliers; and
- gaining new knowledge and expertise that can help enhance corporate values.

Partnerships help companies earn community support and acceptance by:

- improving the continuity and stability of operations in Aboriginal traditional territory;

- enhancing the reputation of the company;
- building Aboriginal community support for local operations; and
- enabling the mutually beneficial development of land and resources.

See Also

- The Ontario Business Sector - Chapter 5
- How to Partner - Chapter 7
- Partnerships in Practice - Chapter 8
- Resources section

Taxation Tips

Certain types of partnership arrangements between Aboriginal and non-Aboriginalorganizations may offer tax advantages. The taxation of First Nations people and enterprises is a complex issue. Expert advice is essential.

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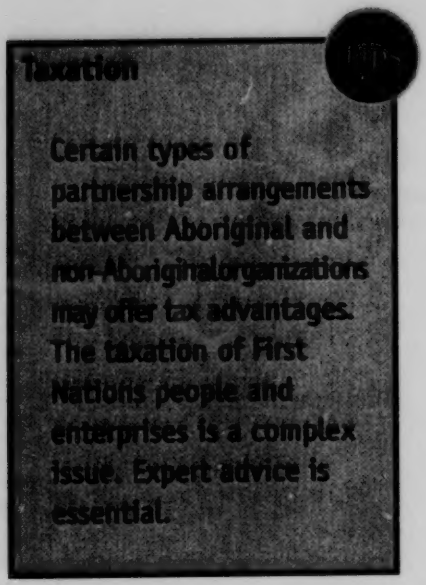
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- The Ontario Business Sector - Chapter 5
- How to Partner - Chapter 7
- Partnerships in Practice - Chapter 8
- Resources section

The Power of Partnerships

Chapter 4

Who the Partners Are: Aboriginal Peoples in Ontario

4 Who the Partners Are: Aboriginal Peoples in Ontario

Understanding who the partners are is one of the most important conditions for success. Descriptive and statistical information can begin to provide a base of knowledge about Aboriginal peoples, communities and businesses. However, there is also a need for contextual information that can help explain the perspectives, expectations, constraints and protocols of potential Aboriginal partners. This knowledge will help build relationships with Aboriginal business and community leaders.

"Understanding the diversity of Aboriginal peoples in Ontario is one of the most important conditions for success"

1. Demographic Overview

The Aboriginal population in Ontario is made up of many diverse cultural and political groups and organizations.

Aboriginal people are the descendants of the original inhabitants of North America. The Canadian Constitution defines Aboriginal peoples to include Indians, Métis and Inuit peoples. In Ontario, Indian people and Métis are by far the largest groups. Since the 1970s, the term "First Nations people" has come into common usage as a replacement for the term "Indian".

Aboriginal peoples also identify themselves according to their cultural and national identities. In Ontario, there are a number of cultural and national groups, including Miyew (Cree), Anishnaabe* (Ojibway, Pottawatomi, Chippewas, Odawa, Algonquin and Mississaugas), Oji-Cree, Haudenosaunee (Iroquois – Mohawk, Onondaga, Oneida, Cayuga, Tuscarora and Seneca), Métis and Inuit.

* There are different ways of spelling this term; within this Resource Kit, the spelling used is "Anishnaabe".

These cultural identities are extremely important to Aboriginal peoples. They represent different heritages, languages, cultural practices, spiritual beliefs and geographic areas. Many aspects of traditional Aboriginal culture, including Aboriginal languages, are being revitalized today. For example, Cree and Ojibway are the first languages in many Northern Ontario communities and are often used in the workplace.

Population

According to the 1996 Census, the total Aboriginal population in Ontario was 141,500, representing 1.3% of the total provincial population.

It is important to note that the Census numbers do not include all Aboriginal people in the province because of incomplete enumeration.

Aboriginal Identity Tips

The most appropriate way to identify someone of Aboriginal ancestry may not always be apparent. When in doubt, a good rule of thumb is simply to ask, "where are you from?"

- North American Indians are the largest group in Ontario, representing more than 80% of the total Aboriginal population. Approximately half of this group live on-reserve in First Nation communities.
- Census figures indicate that there are about 22,800 people in Ontario who identify themselves as being of Métis ancestry.
- About 1,300 Inuit reside in Ontario.

Ontario has the largest Aboriginal population of all the provinces or territories, accounting for 17.7% of the Canadian total.

See Also

- Resource section

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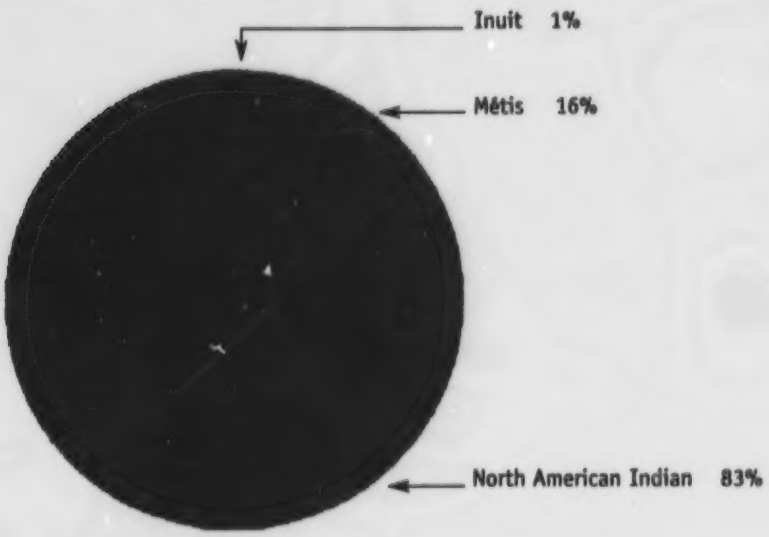
Figure 2 Aboriginal Population in Ontario by Group: 1996



Source: Statistics Canada, 1996 Census

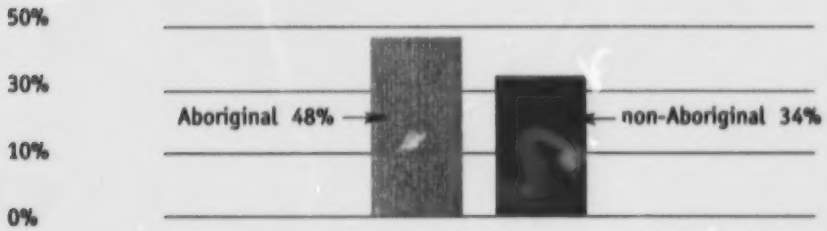
Aboriginal peoples live throughout the province, but with a larger concentration in the north than the south. About half the Registered Indian population lives on reserves, the other half live off-reserve. Métis people live in rural areas or urban centres. For the Aboriginal population as a whole, more Aboriginal people live in urban centres than in rural or reserve areas.

In many urban centres in Northern Ontario, Aboriginal people account for a significant and growing part of the population. For example, according to the 1996 Census, they accounted for more than 5.9% of the population of Thunder Bay. In Southern Ontario, Ottawa-Hull and Toronto have significant Aboriginal populations. It is estimated that there are between 40,000 and 60,000 Aboriginal people living in the Greater Toronto Area, according to the Native Canadian Centre in Toronto.

Population and Labour Force Growth

Ontario's Aboriginal population is youthful and growing rapidly. The Aboriginal population in 1996 was 10 years younger on average than the general population. As a result, the pool of working-age Aboriginal people will grow substantially over the next two decades. By 2006, the number of Aboriginal people aged 35-54, the group that comprises the majority of the working-age population, is expected to increase by 41%.

Figure 3 Aboriginal and Non-Aboriginal Population Under 25: 1996



Source: Statistics Canada - 1996 Census

The Aboriginal population has a higher fertility rate than the general population. This accounts for much of its growth. In 1996 there were 491 Aboriginal people under five years of age for every 1,000 Aboriginal women of childbearing age. This is 70% higher than the ratio of 290 children per 1,000 women for the general population.

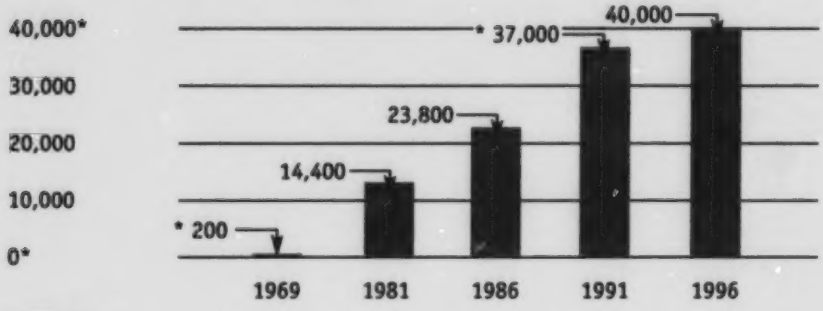
In addition, the Aboriginal population has increased as a result of the federal government's decision to amend the *Indian Act* in 1995. The amendment ended discrimination against women who had lost their Indian status by marrying non-Indian and non-status men. Since 1985, approximately 190,000 individuals across Canada have applied for reinstatement and approximately 130,000 have been granted status. Many of these individuals have returned to live on First Nation reserves.

Education

While education levels are below provincial averages, younger Aboriginal people are better educated than ever before. Those under age 25 are now as likely as non-Aboriginal people to have trades training or a secondary school graduation certificate.

The number of Aboriginal people with a post-secondary education has increased dramatically over the past three decades. There are now 40,000 Aboriginal people in Ontario with post secondary credentials, up from some 200 in 1969.

Figure 4 Aboriginal People with Post-Secondary Education in Ontario: 1969-1996



* estimates

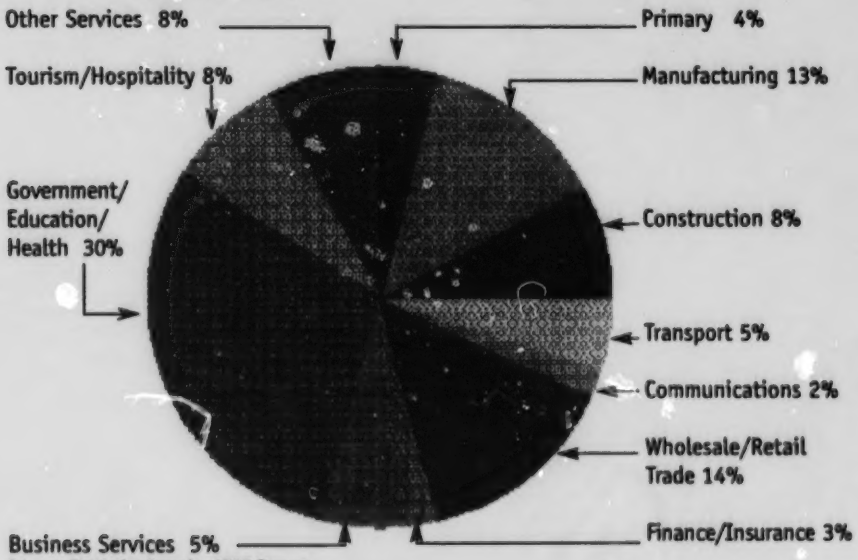
Source: Statistics Canada - Census data; DIAND customized data

Employment

The 1996 Census reported that Ontario's labour force included more than 59,000 Aboriginal people, 47,000 of whom were employed. The unemployment rate for Aboriginal people is estimated at about 20%, double that of the non-Aboriginal population.

Aboriginal people work in many occupations and sectors. Almost one-third work in government, education and health. Other major employment sectors include manufacturing, retail trade and the tourism/hospitality industry.

Figure 5 Distribution of Aboriginal Labour Force by Industry Sector in 1996



Source: Statistics Canada, 1996 Census

2. Aboriginal Communities in Ontario

First Nations

There are 134 First Nations in Ontario. First Nation communities vary in size. Most are small, with fewer than 500 people living on-reserve.

They are located in all regions of Ontario, with the majority in Northern Ontario. The economic opportunities and experiences of different First Nation communities can vary significantly, often depending on their location.

- Remoteness is a challenge for many First Nation communities, especially in the Far North of Ontario. In the area north of the 51st parallel, 30 First Nations are accessible on a year-round basis only by air.
- In contrast, most First Nation communities in Southern and Central Ontario are located within 50 kilometres of a major town or city.

• Regional variations in the Aboriginal economy - Chapter 4

- Most First Nations in the Middle North, are located within 50-350 kilometres of a major town or city.

Figure 6 Aboriginal Communities and Treaty Areas in Ontario

Source: Indian and Northern Affairs Canada: Map of First Nations in Ontario

Métis People in Ontario

Historically, the paternal ancestors of the Métis were the employees of the Hudson Bay Company and North West Company and their maternal ancestors were Indian women of various Aboriginal Nations. Today, people who self identify as Métis live throughout the province.

Inuit People in Ontario

Most Inuit people in the province live in urban centres. The national capital, Ottawa, has a significant Inuit population. According to Tungasuvvingat Inuit (the Inuit Cultural Centre in Ottawa), there are more than 600 Inuit living in the Ottawa area.

Aboriginal People in Urban Centres

The number of Aboriginal people living in town or cities has increased steadily over the past four decades. Aboriginal people have moved to cities in search of employment, to join their families and to attend schools, among other reasons. There is now a large, permanent, urban Aboriginal population.

Aboriginal people comprise 2% or more of the population in more than 23 urban centres around Ontario.

Urban Communities with more than 2% Aboriginal population

Atikokan*	Kenora*	Sarnia
Belleville	Kirkland Lake	Sault Ste. Marie*
Cochrane*	Midland*	Sioux Lookout*
Dryden*	Moosonee*	Sudbury*
Fort Erie*	North Bay*	North Bay*
Fort Frances*	Orillia*	Thunder Bay*
Geraldton*	Parry Sound*	Timmins*
Hornepayne	Red Lake*	

*Towns and cities with a Friendship Centre

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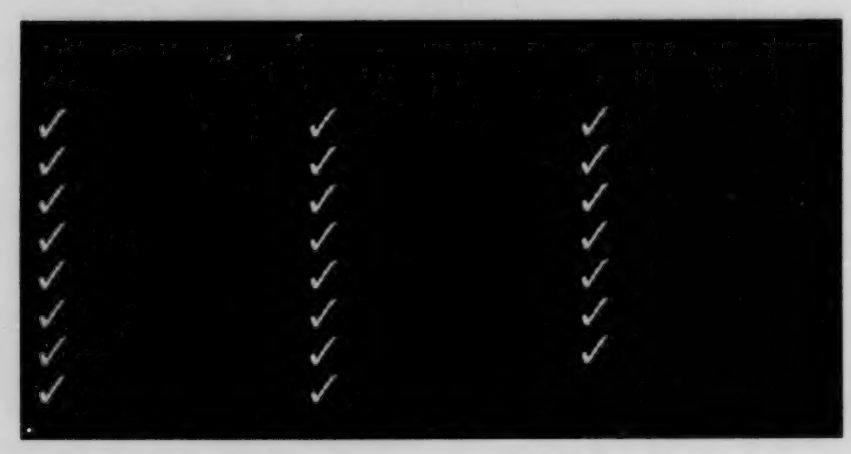


3. Aboriginal Businesses in Ontario

Number of Businesses

According to Aboriginal Business Canada, there are about 5,000 Aboriginal-owned businesses in Ontario. Self-employed Aboriginal entrepreneurs account for most of the total. These small enterprises primarily serve local markets.

In addition, there are an increasing number of Aboriginal community-owned businesses across Ontario, many of which are involved in partnerships with companies in the wider corporate sector. These partnership enterprises are found primarily in Anishnaabe and Cree communities in Ontario that have comfortably adopted a mixed approach to economic development. In contrast, Iroquoian communities have a strong preference for individually-owned businesses.

There has been a large increase in the number of Aboriginal businesses since 1981. The number continues to grow steadily as new community-owned enterprises are established and young Aboriginal entrepreneurs enter the business arena.

Aboriginal businesses are in every part of Ontario. A majority of Aboriginal businesses are located in urban areas, although many exist in rural areas, with some in remote locations in the province.

Business Size

Like other Ontario businesses, Aboriginal businesses are mostly very small and owner-operated. Half of all Aboriginal owned businesses have at least one full-time, permanent employee and may also employ part-time and casual workers.

Community-owned businesses and partnerships with non-Aboriginal businesses are larger. These enterprises are being established to promote economic and business development, a major priority for First Nation governments in Ontario.

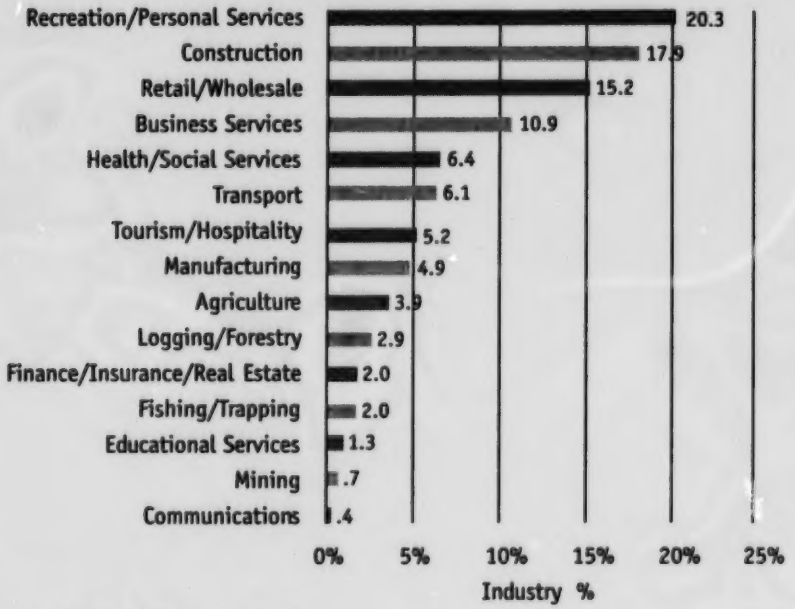
Business Sectors

Aboriginal entrepreneurs are active in diverse economic sectors.

Although traditional pursuits such as hunting, fishing and trapping remain important, there is increasing activity in new economy sectors such as computer technology, software design and environmental technologies. In recent years, the provision of computer services has been a fast-growing area for Aboriginal businesses.

Aboriginal businesses have also benefitted from growing opportunities related to cultural attractions, eco-tourism and wilderness tours. It is estimated that more than 400 Aboriginal-owned businesses are engaged in tourism-related activity.

Figure 7 Self-Employed Aboriginal People in Ontario
% Distribution by Industry



Source: Statistics Canada - 1996 Census

Aboriginal Business Ownership

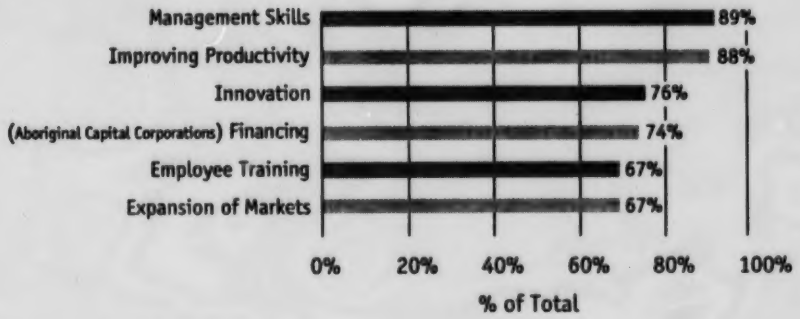
Most Aboriginal businesses are owned by men. However, the growth in the number of self-employed Aboriginal women is double the rate for Canadian women generally.

Entrepreneurs under 30 years of age make up 19% of the Aboriginal self-employed. Aboriginal youth are almost twice as likely to become entrepreneurs as are young non-Aboriginal Canadians in general.

Business Priorities

The 1996 Aboriginal Business Survey, a national survey of over 1,000 Aboriginal businesses, indicated that Aboriginal entrepreneurs know what it takes to successfully run a business and are eager to ensure that they and their staff have the required knowledge and skills.

Figure 8 Aboriginal Business Priorities



Source: 1996 Aboriginal Business Survey

4. Regional Variations in the Aboriginal Economy

There are marked regional differences in the economies of Aboriginal communities and First Nations in different parts of Ontario. This section summarizes the important variations in four main regions of the province, and suggests where future opportunities for corporate-Aboriginal partnerships may lie.

The Far North

Description: The Far North is defined in this Resource Kit as that part of Ontario that lies north of the 51st parallel. Many Aboriginal communities in this region are remote and accessible only by air. The population is predominantly of Anishnaabe, Cree and Oji-Cree ancestry.

Economy: The economy is mixed. It includes traditional pursuits of hunting, fishing and trapping as well as other non-traditional economic activity. The local public sector is a major source of wage employment. The Aboriginal private sector tends to be less developed. However, a number of corporate-Aboriginal partnerships are beginning to emerge, particularly in the resource sector. The tourism sector is small but growing.

Opportunity: There is a strong potential for partnerships in forestry, mining, tourism and infrastructure development.

The Middle North

Description: The Middle North consists of the area north of Lake Nipissing up to the 51st parallel. Aboriginal communities in this region are predominantly Anishnaabe, along with some Cree.

Economy: The economy of the Middle North is mixed, with both traditional pursuits and non-traditional economic activity. Wage employment in the resource sector is important. There are growing numbers of Aboriginal businesses in a variety of economic sectors. Business partnerships between Aboriginal and non-Aboriginal organizations have emerged in manufacturing, forestry, tourism and energy.

Opportunity: Opportunities for more corporate-Aboriginal partnerships reflect the profile of the overall economy of the region. Resources, manufacturing and services all offer potential for new partnership arrangements.

Southern and Central Ontario

Description: Southern and Central Ontario is defined as the area along the Windsor-Ottawa corridor and north to Lake Nipissing. Aboriginal communities in this region are predominantly Anishnaabe and Iroquois.

Economy: Aboriginal economies in Southern Ontario are also mixed. Wage employment and entrepreneurial activities are much more prevalent in the south, with the traditional economy playing a much smaller role. The land and resource base is more restricted

than in either the Far or Middle North. In this region, many rural Aboriginal communities are close to large urban centres. This is a source of wage employment for many Aboriginal people who commute to jobs outside their communities. The Aboriginal private sector is emerging in this region, with enterprises owned both by individuals and communities. There are also a growing number of business partnerships between Aboriginal and non-Aboriginal organizations in such diverse sectors as construction, service delivery, high technology and tourism.

Opportunity: Opportunities for corporate-Aboriginal partnerships are found in technology, manufacturing, tourism and agriculture.

The Urban Setting

Description: Aboriginal people increasingly live in or near major towns and cities across the province. The urban Aboriginal population is characterized by significant diversity in terms of ancestry and socio-economic factors.

Economy: Many Aboriginal people who live in cities are economically disadvantaged compared to the non-Aboriginal population. At the same time, there is an emerging middle class of Aboriginal entrepreneurs and professionals active in many parts of the urban economy. Partnerships have been formed in the construction trades, manufacturing, software and business services.

Opportunity: Opportunities for further partnerships between Aboriginal and non-Aboriginal organizations lie in business services, construction, cultural industries (film, radio, TV, arts), and fashion.

- Partnerships in Practice - Chapter 8
- Urban communities with more than 2% Aboriginal population - Chapter 4

5. Historical and Contemporary Aboriginal Issues

The relationship between the Aboriginal peoples of Ontario and the wider community is shaped by historical and contemporary issues. An understanding of these issues is crucial for companies seeking potential Aboriginal business partners.

The Historical Legacy

Aboriginal people approach partnership with a strong sense of history. An awareness of Aboriginal historical experience promotes understanding among potential partners as well as helping to dispel myths and misconceptions. Awareness enables mutually respectful business relationships to develop.

There are many sources of information on Aboriginal issues and historical perspectives. One of the most extensive is the *Report of the Royal Commission on Aboriginal Peoples*, released in 1996. In an overview of its report, the Royal Commission makes the following comment on the evolution of the relationship between Aboriginal and non-Aboriginal people (see box):

The relationship between Aboriginal and non-Aboriginal people evolved through four stages:

- There was a time when Aboriginal and non-Aboriginal people lived on separate continents and knew nothing of one another.
- Following the years of first contact, fragile relations of peace, friendship and rough equality were given the force of law in treaties.
- Then power tilted toward non-Aboriginal people and governments. They moved Aboriginal people off much of their land and took steps to "civilize" and teach them European ways.
- Finally, we reached the present stage – a time of recovery for Aboriginal people and cultures, a time for critical review of our relationship, and a time for its renegotiation and renewal.

Source: Privy Council Office
Canada. Royal Commission on Aboriginal Peoples
Nation to Nation, People to People: Highlights from the Report of the Royal Commission on Aboriginal Peoples
DSS Catalogue No. Z1-1991/1-6E
ISBN: 0-662-25044-3

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Contemporary Priorities: Now and the Future

The past thirty years have been characterized by profound changes in the political, social and economic relationships between Aboriginal peoples and the wider Canadian society. Some issues have been resolved in the courts. Others have been addressed through constitutional, legislative and policy changes, and others are the result of negotiation and consultation.

Today, partnerships between Aboriginal and non-Aboriginal organizations are taking place within a broader political, social and economic context.

Aboriginal Priorities

While each specific situation is unique, Aboriginal peoples in Ontario have a number of priorities in common:

- Aboriginal people see increased access to land and resources as important to social and economic change. Negotiation of land claims is a key part of this process. In addition, cooperative resource management agreements are offering another mechanism for increased Aboriginal influence over land and resources. In Ontario, there are a number of such agreements in place.
- Economic self-sufficiency is a widely-shared goal. Although there have been many advances in recent years, Aboriginal economic development is still fragile, with a continued need for improved access to capital. In addition, Aboriginal communities recognize that increased educational attainment, positive attitudes to business growth, better management skills, improved infrastructure, improvements in health and housing are all important to achieving the goal of economic self-sufficiency.
- Education and training are major priorities. The education gap between Aboriginal people and the non-Aboriginal population is narrowing slowly. When jobs require more education, many Aboriginal people still find themselves without the required level of skills to compete successfully for the jobs that are available.

- Demographically, the Aboriginal baby boom is about one decade behind the mainstream baby boom. Consequently, education, housing and youth employment are major issues for Aboriginal leaders. Job prospects continue to be limited both in on-reserve and neighbouring communities. Without jobs, young Aboriginal people will continue to leave their communities for major urban centres.
- Many Aboriginal communities are placing special focus on ensuring the inclusion of elders, women and youth into the governing institutions of their communities.

The complex political, social, economic and cultural changes that are taking place are contributing to the emergence of a modern Aboriginal society.

A Society Undergoing Profound Change

Urbanization: The size of urban Aboriginal communities, already large, will continue to grow.

Re-traditionalization: Traditional world views, values and customs are re-emerging as central aspects of life for many people.

Institutionalization: New social, economic and political institutions are appearing at a rapid rate.

Governance: Aboriginal people are asserting individual and collective control over the structures and processes of everyday life.

Cultural identity reinforcement: Positive and self-constructed identities based on traditional cultural groups are being reinforced both individually and collectively.

Textual transformation: A written mode of cultural transmission is beginning to supersede ancient oral traditions.

Source: From the Tribal to the Modern: The Development of Modern Aboriginal Societies, Professor David R. Newhouse in **Contemporary Expressions in Native Studies**, University of Saskatchewan Press, 2000

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The Federal Government's Aboriginal Action Plan

The final report of the *Royal Commission on Aboriginal Peoples* was released in 1996, recommending principles and actions to guide a new relationship. In 1998 the Canadian government presented its response to the Royal Commission.

- In a *Statement of Reconciliation*, the federal government formally acknowledged the detrimental effects of the historical treatment of Aboriginal peoples in Canada.
- *Gathering Strength*, the federal Aboriginal Action Plan, outlines a framework for new partnerships between the federal, provincial and territorial governments, the private sector and Aboriginal peoples. It has four objectives: renewing the partnerships; strengthening Aboriginal governance; developing a new fiscal relationship; and supporting strong communities, peoples and economies.

Ontario's Approach

The Aboriginal Policy Framework (APF), announced in March 1996, guides Ontario's approach to Aboriginal affairs. The goal of the Framework is a future in which Aboriginal communities have stronger economies and greater capacity to become more self-reliant and exercise greater responsibility for their well-being.

- The focus of the APF is on economic development.
- The APF recognizes that the successful resolution of land claims can meet Ontario's legal obligations and create a positive environment for economic development for Aboriginal and non-Aboriginal people alike.
- The APF also outlines a commitment to develop a provincial strategy to encourage Aboriginal economic development.

In July 1998, the *Building Aboriginal Economies (BAE)* strategy was launched.

- The *BAE* strategy was developed through discussions and consultations with Aboriginal business and community members, the private sector, and the federal government. There was general consensus on the need for more economic partnership between Aboriginal communities and the wider business sector.
- The strategy focuses on four key areas: increasing partnerships, removing barriers, creating opportunities and improving access.
- The strategy is designed to benefit all Aboriginal people in Ontario, including First Nations people, Métis, Aboriginal women, urban Aboriginal people, Inuit and Aboriginal youth.
- A key initiative, the Working Partnerships program, focuses on the promotion of economic partnerships between Aboriginal communities and the corporate sector.

In June 2000, the province fulfilled its commitment to implement the *First Nations Fund* for economic and community development.

- The Casino Rama Revenue Agreement provides for the transfer of net revenues from Casino Rama to the First Nations of Ontario. To date, net revenues of more than $500 million have been distributed among more than 100 First Nations across the province.

6. Aboriginal Decision-Making

In establishing a relationship, it is important to identify the decision makers, the process for making a decision, and the decision-making criteria.

Economic Development Considerations

Improving the quality of life for Aboriginal people is a complex, multi-faceted, multi-dimensional task. It involves a whole series of actions and efforts, both within the Aboriginal community, by individuals and groups, as well as efforts outside the Aboriginal

community including governments, businesses, service organizations and individuals. As such, Aboriginal economic development may have both individual and collective dimensions, as well as personal and political ones.

Economic and business partnerships are part of the economic development strategy adopted by many Aboriginal communities. For Aboriginal decision makers, business partnerships may involve economic, social and political considerations and will be evaluated not only by how they contribute to business development but also how they fit with community development goals.

Organizational Factors

Many different types of Aboriginal organizations may be involved directly or indirectly in developing partnership arrangements. Aboriginal partners may be, among others, an individually-owned business (either a sole proprietorship or a small business corporation); a community owned enterprise; a First Nation; a Community Development Corporation; an Indian Friendship Centre; or an Aboriginal Employment and Training Organization.

Understanding how Aboriginal organizations make decisions can ease the formation of partnerships. Who the decision makers are and how decisions are made depends upon the kind of Aboriginal organization that is at the table.

Table 2 lists the many types of Aboriginal organizations that could be involved in economic development initiatives.

• Resource section

The Regulatory Environment

In most situations, the general regulatory environment governing business activity in Ontario is applicable to Aboriginal business activity.

One notable exception concerns Indian on-reserve businesses and partnerships with First Nation residents, businesses and governments. Indian Reserves and some activities on reserves are regulated through the federal *Indian Act* and other federal legislation. This creates a different regulatory environment regarding land, credit, taxes and employment.

Table 2 Overview of some of the Aboriginal Organizations in Ontario involved in Economic Development Note: The following list is presented in alphabetical order.

Organization Type	Key Areas of Involvement
Aboriginal Capital Corporations 6 ACCs in Ontario	Primarily involved in business lending and business development services to Aboriginal peoples and communities - both on- and off-reserve.
Aboriginal Employment and Training Agencies various number located throughout Ontario	Assist with Aboriginal-specific training initiatives and employment services to Aboriginal peoples on- and off-reserve. Provide a variety of services at the local level including social, cultural, education, economic development, employment and training.
Aboriginal Provincial and Territorial Organizations (PTOs) 9 Aboriginal PTOs in Ontario	Umbrella Aboriginal organizations representing members. Can represent both on- and off-reserve Aboriginal peoples and communities. Can be involved in political advocacy, governance, policy, program and service delivery on behalf of their members in a variety of areas including economic development. Key organizations in Ontario include: • Anishnabek Nation, representing member First Nations; • Association of Iroquois and Allied Indians, representing member First Nations; • Chiefs of Ontario, representing First Nations in Ontario; • Grand Council Treaty #3, representing member First Nations; • Métis Nation of Ontario, representing member Métis people in Ontario; • Nishnawbe Aski Nation, representing member First Nations; • Ontario Federation of Indian Friendship Centres, representing member Friendship Centres; • Ontario Métis Aboriginal Association, representing member Métis and off-reserve Aboriginal people; and • Ontario Native Women's Association, representing member Native Women throughout Ontario.
Community Futures Development Corporations 2 Aboriginal-specific CFDCs located in Ontario	Primarily involved in business lending and business development services to Aboriginal peoples and communities.
First Nation Councils 134 First Nations in Ontario (Source: Chiefs of Ontario Office)	Governing body of an individual First Nation. Sometimes called "Band Council". Involved in many areas of community decision-making, including economic development.
Friendship Centres 29 Friendships Centres in Ontario	Represent Aboriginal peoples in urban communities. Provide a variety of services at the local level including social, cultural, education, economic development, employment and training.
Métis Nation of Ontario Charter Communities 36 MNO Community Councils	Represent member Métis people within a specific geographic area. Provide a variety of services at the local level including social, cultural, education, economic development, employment and training, and health.
Ontario Métis Aboriginal Association Locals 66 OMAA Locals	Represent member Métis and off-reserve Aboriginal people within a specific geographic area. Provide a variety of services at the local level including social, cultural, education, economic development, employment and training, and health.
Ontario Native Women's Association Locals 69 ONWA Locals	Represent Aboriginal women (on- and off-reserve) within a specific geographic area. Provide a variety of services at the local level including social, cultural, education, economic development, employment and training, and health.
Tribal Councils 16 Tribal Councils	Represent groups of First Nations. Facilitate the delivery of local services to member First Nations. Can be involved in economic development, employment and training, social services, etc.

In recent years there have been a number of court decisions that relate to the taxation of Aboriginal businesses and individuals. As change occurs often in these areas, it is important to consult with tax specialists and lawyers with expertise in these areas to obtain up to date advice.

Ownership

How business-related decisions are made depends, in part, on who owns the business.

- Corporate Decision-Makers - Chapter 5

Individually-owned Aboriginal businesses: Will normally use decision-making processes, time frames and criteria that are similar to those in mainstream businesses. Both firm size and legal structure will influence who makes business decisions. How decisions are made may be shaped by the values that the Aboriginal business embraces.

Community-owned Aboriginal businesses: The decision-making process may be more complex. For example, community organizations, First Nations governments or Métis organizations that own the business may play an important role in decision-making, depending on the governance structure of the business. Normally, this role will focus on major strategic decisions, such as those related to the formation of a partnership. Once established, operational decisions for a community-owned enterprise tend to be taken by the management of the business.

Businesses that are community-owned may have a board of directors that will have oversight and responsibility for the business in a manner similar to that of mainstream boards. Decision-making criteria, however, may be broader as these boards strive to balance community, political and business interests. When a decision involves issues of a strategic nature and may require long-term commitments of financial, human or physical resources, the board may have to either consult or refer the question to the local government or organization of the First Nation, Métis, Inuit, women's group, or Friendship Centre, etc., and in some cases, to local community members.

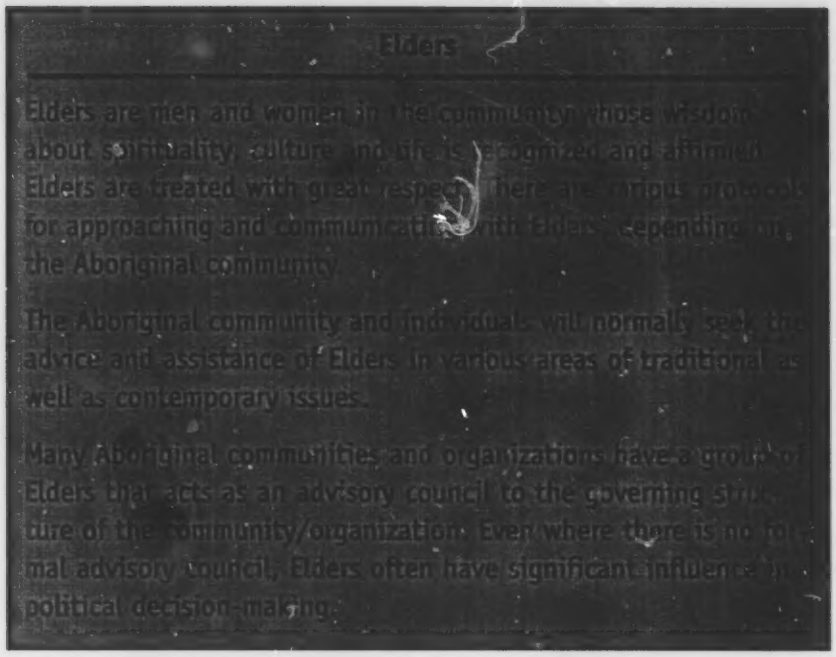
Traditional Cultural Values:

Some Aboriginal organizations, including businesses that are both individually and community owned, are choosing to be guided by traditional Aboriginal values, customs and traditions. Organizations that choose to do this may incorporate the following features into their organizational decision-making structures and processes:

Inclusiveness: This could involve a preference for less hierarchical decision-making processes; a greater emphasis on employee involvement; and even a collective ownership of decision-making, enabled through the extensive use of committees. It could also mean the inclusion of Elders, either formally or informally, for example through an advisory council of Elders or attendance of Elders at meetings.

Consensual Decisions: This could involve opportunities for everyone who wishes, and who has a respected interest in the issue, to express an opinion and attempt to influence the outcome. Options may be discussed from a holistic, long-term perspective. People will consider the potential effects of each option on the mental, physical and spiritual wellbeing of the community, now and in the future. A consensus is reached where there is a "critical mass" of assentors, and when dissenters agree to let the decision pass despite their concerns. Strong opposition by a minority of interested parties may result in deferral of the decision. The process will involve a longer time frame for decisions than would be the case in non-Aboriginal organizations.

Protocol and Ceremony: Cultural and ceremonial expressions and protocols may reflect those of the community. There may be opening and closing of meetings with ceremonies such as smudging and prayers, and explicit discussion of traditional values.


Elders
Elders are men and women in the community whose wisdom about spirituality, culture and life is recognized and affirmed. Elders are treated with great respect. There are various protocols for approaching and communicating with Elders, depending on the Aboriginal community.
The Aboriginal community and individuals will normally seek the advice and assistance of Elders in various areas of traditional as well as contemporary issues.
Many Aboriginal communities and organizations have a group of Elders that acts as an advisory council to the governing structure of the community/organization. Even where there is no formal advisory council, Elders often have significant influence in political decision-making.

First Nations Governmental Structures under the Indian Act

While many First Nation communities are moving toward a more traditional governance structure, the vast majority of First Nations use the governance system of a Chief and Band Council as set out in the *Indian Act.*

Elections: The *Indian Act* and regulations made under that Act stipulate that Band Councils are elected every two years through a process of democratic voting. There is one councillor for every 100 residents, with a minimum of two and a maximum of 12. Both on- and off-reserve residents who are 18 years old and over may vote.

The *Indian Act* also allows for councils to be selected "according to band custom". In this case, the community must demonstrate that the custom is supported by a broad consensus within the community.

In either case, the Band Council, whether elected or selected, is the legal authority for the reserve community. Its legal accountabilities do not change, but remain the same.

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In either case, the Band Council, whether elected or selected, is the legal authority for the reserve community. Its legal accountabilities do not change, but remain the same.

Political Decision-Making: Councils are generally organized into a Committee of the Whole and Sub-Committees or Portfolios. The number and type of portfolios differ for each First Nation. Each portfolio is chaired by a councillor and supported by council staff. Research and debate occurs at the committee level, and recommendations are brought to the Chief and Band Council, where most political decisions are made. The Chief and council may refer a decision that will have significant impact on the community to a general band meeting, where all present will have an opportunity to influence it. Decision-making – whether in committee, council or by the band – is usually consensual. Band Councils make decisions or act by passing Band Council Resolutions (BCR), which are formal documents recording the Band Council decisions or action.

Administration: The Band Administrator, who is directly responsible to the Chief and council, is typically in charge of all administrative affairs and is responsible for the daily operations of the organization. This person will usually be the primary contact for business dealings with the First Nation and will be able to either address your inquiry personally, or be able to refer you to the appropriate person. There are usually senior administrators for each portfolio, as well as an array of support staff depending on community projects and priorities. Administrative decisions tend not to be made by consensus. However, larger and more consequential decisions are often referred to the Chief and council.

Tips

Finding Information on Aboriginal Organizations:

- Make direct contact
- Network with local organizations
- Surf the Internet including Aboriginal and government Web sites
- Access the Aboriginal media including print and broadcast
- Ask a Partnership Development Advisor
- Use the contact lists in the Resources section of this Kit

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5 Who the Partners Are: The Ontario Business Sector

The business community in Ontario is large, dynamic and complex. Ontario's economy is highly diversified, with extensive activities in resources, manufacturing, services and many aspects of the new information-age economy. There is abundant potential for corporate-Aboriginal partnerships across a wide range of sectors.

"The diversity and dynamism of Ontario's business sector provide opportunities for partnership in all parts of the province"

1. Profile of the Business Sector

Ontario is home to a very large number and variety of businesses. The total value of all goods and services produced by the business sector in 1999 was over $250 billion (in constant 1992 dollars).

The business sector now accounts for 84% of Ontario's total production of goods and services. This share has increased from 79% in 1984 and 81% as recently as 1996. In contrast, the share of government services, including health and education, has declined from 21% in 1984 to 16% in 1999.

Number and Size of Ontario Businesses

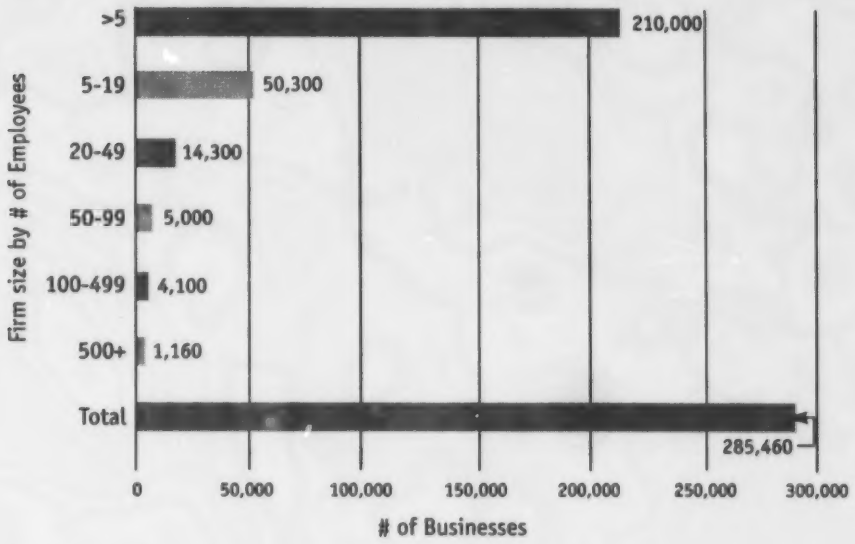
There are more than 285,000 incorporated businesses in the province. Together, they provide employment to 3.9 million people and have a payroll of over $110 billion.

Most Ontario businesses are micro-enterprises, with some 210,000 firms (about three-quarters of the total) employing fewer than five people. Another 70,000 small businesses employ between five and 100 people.

There are approximately 4,100 medium-sized businesses in the province, with between 100 and 500 employees.

More than 1,100 large businesses (those with more than 500 employees) provide employment for approximately 1.5 million people in the province.

Figure 9 Ontario Business Size in 1997



Source: Statistics Canada - Employment Dynamics

Sectoral Distribution

The Ontario economy is diversified across a range of sectors.

The service sector dominates with approximately one-quarter of all businesses active in retail and wholesale trade. Business services, such as lawyers, accountants and business consultants are very important with more than 38,000 firms in this area. Construction is also important with approximately 38,000 firms.

Other prominent sectors include finance, insurance, real estate, tourism, hospitality services and manufacturing.

Figure 10 Sectoral Distribution of Ontario Businesses in 1997

Source: Statistics Canada - Employment Dynamics

Regional Distribution

Two-thirds of Ontario's business establishments are located in Central Ontario, primarily in cities such as Toronto, Hamilton, Kitchener and Oshawa.

Eastern Ontario is home to 17% of business establishments in the province, primarily in Ottawa, Kingston and Belleville.

Almost 11% of business establishments are located in Southwestern Ontario. Major centres include London, Windsor, Sarnia and Chatham-Kent.

Northern Ontario accounts for 5% of the businesses in the province. The majority of the 16,000 business establishments in the region are located in Sudbury, Sault Ste. Marie, North Bay, Thunder Bay, Timmins and Kenora.

Table 3 Number of Business Establishments by Major Urban Areas in 1999

Regions	Number of Business Establishments
Ottawa	Cornwall 1,605 • Hawkesbury 468 • Ottawa-Hull 28,019 • Smiths Falls 410 • Brockville 1,111 • Pembroke 820
Kingston-Pembroke	Kingston 3,924 • Belleville 2,872
Muskoka-Kawarthas	Cobourg 507 • Port Hope 261 • Peterborough 3,058 • Lindsay 664
Toronto	Toronto 141,238 • Oshawa 5,114
London	Woodstock 910 • London 11,827 • Tillsonburg 427 • Strathroy 310
Kitchener-Waterloo	Kitchener 11,385 • Guelph 3,271 • Barrie 3,612 • Orillia 1,162 • Collingwood 559 • Midland 908
Hamilton-Niagara Peninsula	Hamilton 16,656 • St. Catharines-Niagara 10,549 • Brantford 2,601 • Simcoe 482
Windsor-Sarnia	Chatham-Kent 3,112 • Windsor 7,991 • Leamington 1,403 • Sarnia 2,409
Stratford-Bruce Peninsula	Stratford 898 • Owen Sound 1,026
Northeast Ontario	North Bay 2,161 • Sudbury 4,382 • Elliot Lake 301 • Haileybury 565 • Timmins 1,375 • Sault Ste. Marie 2,141
Northwest Ontario	Thunder Bay 3,917 • Kenora 630

Source: Statistics Canada - Business Register Division

The Engines of Growth

During the past two decades, the Ontario economy has been transformed by the burgeoning service sector.

Private sector services grew 83% from $85 billion in 1984 to $156 billion in 1999. The fastest expansion occurred in business services which grew by 140% between 1984 and 1999. The financial services, insurance and real estate group grew during the same period by about 78%.

The goods-producing industries (resource products, manufacturing, construction and utilities) grew by 41% from $75 billion in 1984 to $106 billion in 1999. The growth was concentrated in manufacturing, which grew by 58%.

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Resource-based industries (forestry, fishing, mining) declined in importance over the period.

Figure 11 Sectoral Growth in the Ontario Economy from the years 1984 - 1999 (Base year 1984=100)

Sector	1984	1987	1990	1993	1996	1999
Resources	100	98	98	90	92	97
Manufacturing	100	111	112	111	131	158
Construction	100	129	134	100	103	120
Utilities	100	102	94	104	109	114
Transport & Communications	100	117	141	137	158	193
Wholesale/ Retail Trade	100	128	136	136	154	194
Finance/Insurance/ Real Estate	100	121	133	142	159	178
Business Services	100	135	161	151	186	242
Government/ Health/ Education	100	108	113	119	117	116

Sources: Ontario Ministry of Finance, Statistics Canada

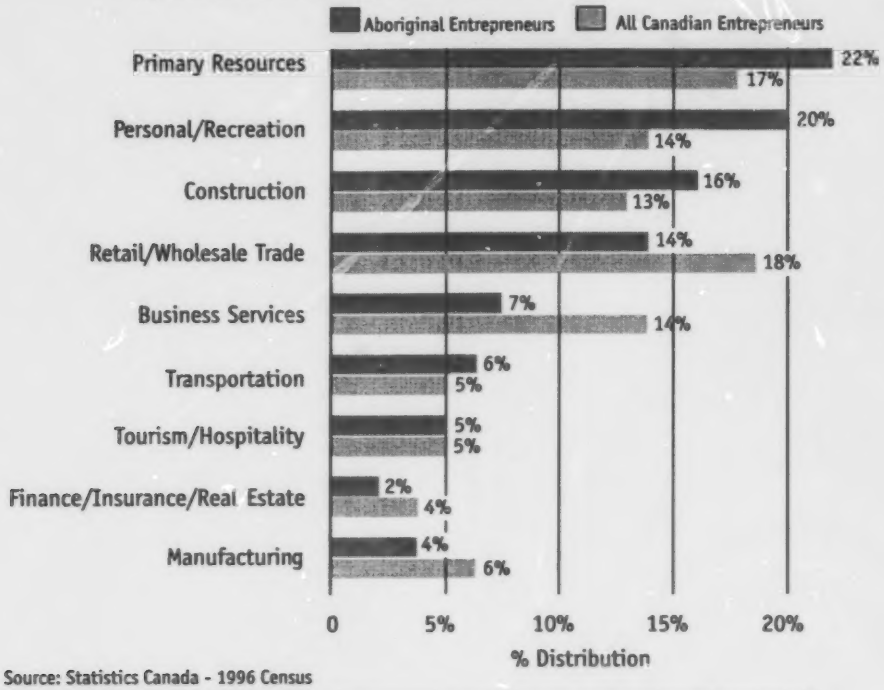
Aboriginal and Non-Aboriginal Business Sectors

There are notable differences in the sectoral distributions of Aboriginal and non-Aboriginal businesses.

Aboriginal businesses are concentrated in the primary resources, construction, transportation and the recreation/personal services sectors.

They are under-represented in the following sectors: business services, finance, insurance, real estate and manufacturing.

Figure 12 Comparison of Aboriginal and non-Aboriginal Businesses by Sectors Percentage Distribution



Source: Statistics Canada - 1996 Census

• Resources section

2. Types of Business Organizations

Many different types of business organizations are found in Ontario; however, there are three broad categories that are relevant to the partnership process:

- *Business firms* which will enter into a formal partnership arrangement;
- *Business associations* which provide forums for networking and avenues for finding potential partners; and
- *Expert advisors* such as lawyers, accountants and management consultants.

Business Firms

Most businesses in Canada are organized legally in one of four ways:

Sole Proprietorship: A business owned by an individual person. This type of business comes under provincial jurisdiction. Sole proprietorships are usually small.

Partnership: An agreement by two or more persons to combine their resources in a business. This is the traditional organization found among professionals such as lawyers and accountants. Partnerships may take the form of a *general partnership* or a *limited partnership*. Legal partnerships may be small or large.

Corporation: The corporation is the most common form of business organization. It involves forming a separate legal entity that allows the business to exist separately from its owners, thereby giving the owners the ability to shelter themselves from unlimited liability if the business fails. Incorporation can take place at either the federal or provincial level. Corporations may be small or large. Most large businesses are corporations.

Cooperative: A corporation organized by people with similar needs to provide themselves with goods and services. Cooperatives may be classified as producer cooperatives, consumer cooperatives, marketing cooperatives, financial cooperatives or service cooperatives. In Ontario, there are cooperatives in agriculture, financial services, childcare services, and organic foods and household products. Cooperatives, by their nature, tend to be medium to large sized.

Business Associations

There are a large number of business associations in Ontario. They provide their members with a variety of services including networking and educational opportunities through seminars, workshops, breakfast briefings, conferences and trade shows.

Business associations fall into three categories: general business associations, sectoral associations, and general associations (See Table 4).

Table 4 Type of Business Associations

Types of Business Associations	Examples of Associations
General Business Associations	• Ontario Chamber of Commerce • Canadian Federation of Independent Business • Alliance of Exporters and Manufacturers • Canadian Cooperative Association - Ontario Region
Sectoral Associations	• Ontario Mining Association • Ontario Trucking Association • Ontario Forest Industry Association • Ontario Home Builders Association • Ontario Hotel and Motel Association • Independent Power Producers of Ontario • Ontario Native Business Parks Association
Regional Associations	• 181 local Chambers of Commerce/Boards of Trade around Ontario • 34 locals of the Ontario Home Builders Association • Northern Ontario Native Tourism Association • Aboriginal Tourism Association of Southern Ontario • Canadian Council for Aboriginal Business

See Also

• Resources section

3. Contemporary Business Issues

The business sector in Ontario and around the world operates in an increasingly complex environment. Competitive pressures, changing markets, new information technologies, new ways of organizing business relationships, and growing demands for social and environmental responsibility all affect what a business does and how it does it. In turn, these factors influence the potential for partnerships with Aboriginal organizations. Understanding this broader context and the opportunities that it may open as well as the constraints it may impose is a key issue in the formation of partnerships between Aboriginal and non-Aboriginal organizations.

Globalization

More and more, markets and commercial relations are organized on a global basis. Globalization is affecting both large and small enterprises.

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Globalization

More and more, markets and commercial relations are organized on a global basis. Globalization is affecting both large and small enterprises.

- **Trading blocs** such as the free trade area under the North American Free Trade Agreement and the European Community have opened new and much larger markets for many firms.
- **New information technologies** allow companies to pursue global strategies in production and sourcing.
- Within this globalization, there is **specialization** for different markets and market niches. Marketing strategies are being driven by the concept "produce globally, sell locally".
- Overall, there are increased **competitive pressures** that fuel innovation, specialization, outsourcing and downsizing.

Demographic Trends

Demographic changes are also causing businesses to redefine their markets and reshape their workforces.

- The **baby boom generation** has dominated and defined markets in Canada since the 1950s. This generation is now aging and will continue to exert profound influences on the economy.
- The **Aboriginal baby boom** came later and is now on the verge of not only increasing demand for goods and services in Aboriginal communities, but reshaping it as well.
- Demographic factors are also affecting the **workforces** of many businesses. As aging "boomers" start to retire, workers to replace them will be in high demand.

Alliances and Networked Organizations

In the past, many businesses were vertically or horizontally integrated. That is, they pursued strategies that enabled them to carry out, by themselves, all aspects of producing and marketing their products. Today, a growing number of firms use alliances and networks to do this.

- **Outsourcing** of functions and activities has grown rapidly. More and more companies purchase goods and services from suppliers instead of producing these internally.

- Alliances and networks emerge because there is **complementarity** in the resources and capabilities of different organizations. In alliances, competitive strength comes from working together, often creating a unique way of doing business.
- These types of relationships are characterized by **functional diversity**. Alliances are formed to perform research and development, production, marketing and service delivery.

Social and Environmental Responsibility

Expectations for corporate social and environmental responsibility have increased. In addition, many companies are finding that strong commitments to social and environmental concerns enable them to compete more effectively and perform better financially.

- Compliance with **legislation and regulation** is a critical concern for all business firms. Key areas of compliance include human rights and employment law, set-asides for minority-owned businesses, as well as environmental standards and review processes. Specific sectoral initiatives, such as Ontario's Term and Condition 77 in forestry, define expectations for firms in this sector.
- New **international standards** for social and environmental responsibility are emerging. The International Standards Organizations's IS0 14000 sets out the standards for an effective environmental management system. The SA 8000 set by Social Accountability International spells out workplace codes of conduct.
- Many firms are making explicit **policy commitments** to social, community and environmental responsibility. Firms that have developed relationships with Aboriginal peoples and communities often state this in a formal Aboriginal policy.
- Increasingly, a **"triple bottom line"** of financial, social and ecological performance is motivating the actions of many corporations.

The Internet Revolution

The widening use of the Internet is changing the way firms conduct business and serve their customers. It is revolutionizing how they conduct core activities such as marketing, sales and purchasing.

- **Internet access** has increased dramatically. The Canadian Federation for Independent Business estimates that virtually all businesses with 100 employees or more are hooked up to the Internet. Even in micro-businesses with fewer than five employees usage has reached 60%. This suggests that 170,000 of Ontario's 280,000 businesses are now online.
- The number of **e-businesses** is also growing rapidly. These are firms that maintain a Web site or are active in buying or selling online.
- **New business models** are emerging, such as business-to-business and business-to-consumer networks.

4. Corporate Decision-Making

The way that decisions are made by business firms varies. Both the size and legal structure of the firm influence decision-making processes.

- In *small companies*, the decision process can be very centralized. One individual or one family will often make all of the key decisions.
- In *partnerships*, the general partners control and manage the business. They are the principal decision-makers. Limited partners, who are usually the investors in the business, have a much more limited decision-making role.
- In most *large organizations*, the decision process is often decentralized and usually involves a number of different players. In larger, widely held corporations, key decisions are made by professional managers, under the guidance of a board of directors.

See Also

- Resources section

- In the case of *cooperatives*, all members have an equal say (one vote per member, regardless of the number of shares held). In practice, most key decisions are made by professional managers.

Emerging Opportunities for Aboriginal Business Partnerships

Globalization: Creates opportunities for international marketing partnerships to increase the success of Aboriginal tourism products, business products, technology services and handicrafts in the United States, European, Latin American and Asian markets.

Outsourcing: Produces opportunities for production and service partnerships to provide competitive goods and services to Canadian mining companies, forestry companies, banks, retailers, hospitality businesses and manufacturers.

Demographics: Creates opportunities for domestic marketing partnerships with companies seeking to make inroads into the rapidly growing Aboriginal market.

Set-Asides: Produces opportunities to develop joint ventures to capture a larger share of contracts set aside for Aboriginal-controlled businesses in Canada and the United States.

The Decision Process

In most medium and large organizations, there are a number of different groups and individuals who are involved in the decision process.

Board of Directors: The board of directors oversees the corporation. It provides guidance concerning the strategic direction of the enterprise and approves all corporate policies. Major decisions are often referred to the board for approval.

The board of directors of a corporation is elected by the shareholders. Most board members come from outside the corporation; however, the chief executive officer is normally a member of the board as well.

Firm Size and Decision Makers

Micro-enterprises: Usually only one decision maker.

Small Businesses: Often only one decision-maker or may have a small management team.

Mid-Sized Firms: Professional managers make decisions.

Large Firms: Professional, multi-layered management team.

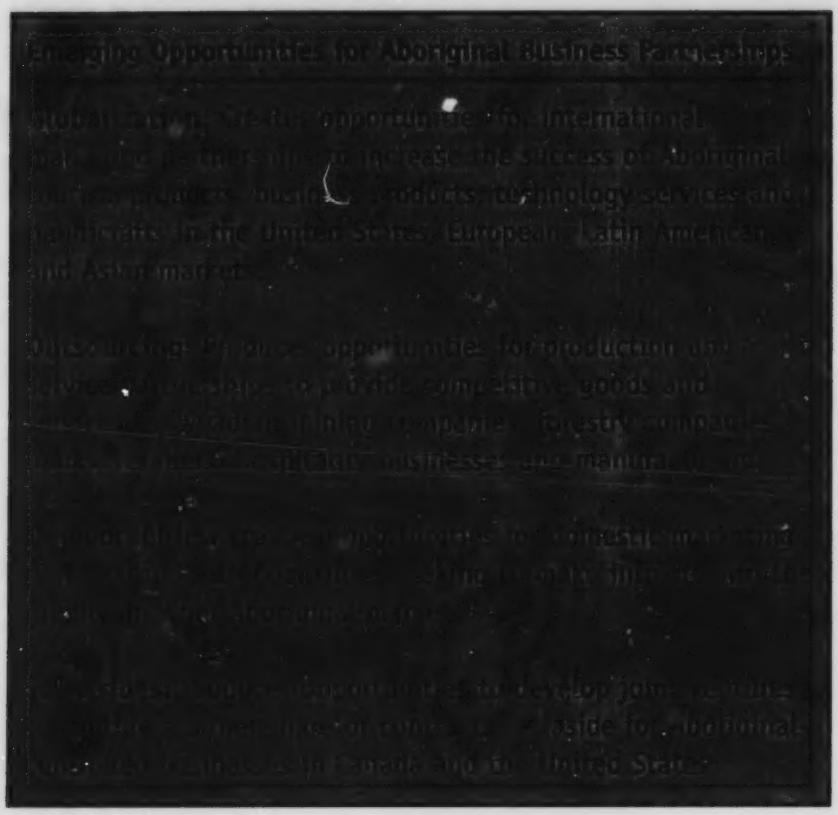
Top Management Team: The top management team is headed by a chief executive officer (or president). Other members of the team include vice-presidents in various operational and staff areas. The appointment of the members of the top management team is often confirmed by the board of directors.

The top management team is responsible for the operations of the business. It defines the overall direction that the enterprise will take, recommends policy and plans to the board and implements the board's directives.

Line Managers: Line managers are responsible for the day-to-day operations of different parts of the businesses. Line managers may have responsibility for a particular product line or for a particular geographic region.

Staff Managers and Specialists: Staff managers and specialists have responsibility for activities that support the business as a whole. Examples of these functions include human resources, planning, purchasing/procurement, information systems and technology, community relations, public affairs and investor relations.

- In the case of *cooperatives*, all members have an equal say (one vote per member, regardless of the number of shares held). In practice, most key decisions are made by professional managers.



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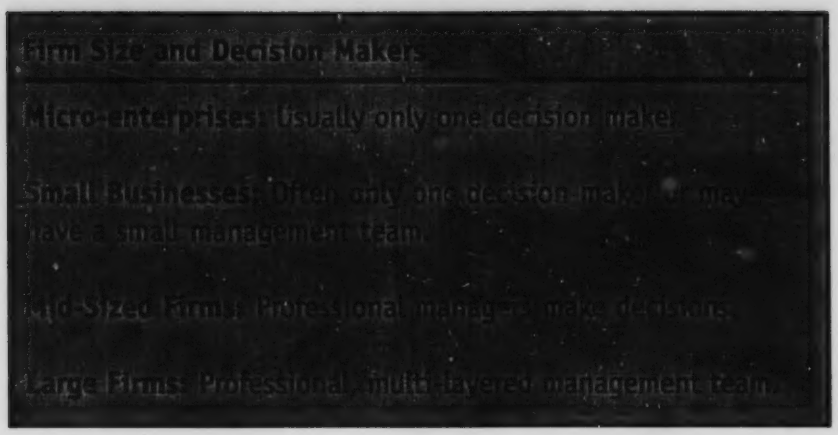
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What Guides Corporate Decision-Making

Strategic Visions and Plans: The overall strategy of the enterprise will guide most decisions. The strategy of a firm is related to its position in the marketplace and the types of products and services it provides. Most businesses, especially large ones, prepare formal detailed strategic and operational plans. These plans are not public documents.

Large companies that have public investors outline their strategies in their annual reports. In addition, speeches made by members of the board of directors or the top management team often talk about the strategic issues of the company. Increasingly, both annual reports and speeches are found on corporate Web sites.

Corporate Policies: Corporate policies spell out how business is conducted. As such, they provide an important piece of the overall decision framework of the enterprise. Corporations often have policies for human resource management, purchasing, environmental management, as well as employee ethics and conduct.

Many large companies, particularly in the resource sector, are implementing policies regarding community relations. Some companies have formal Aboriginal relations policies. These types of policies set out overall goals and principles, providing the framework for many corporate-Aboriginal partnerships.

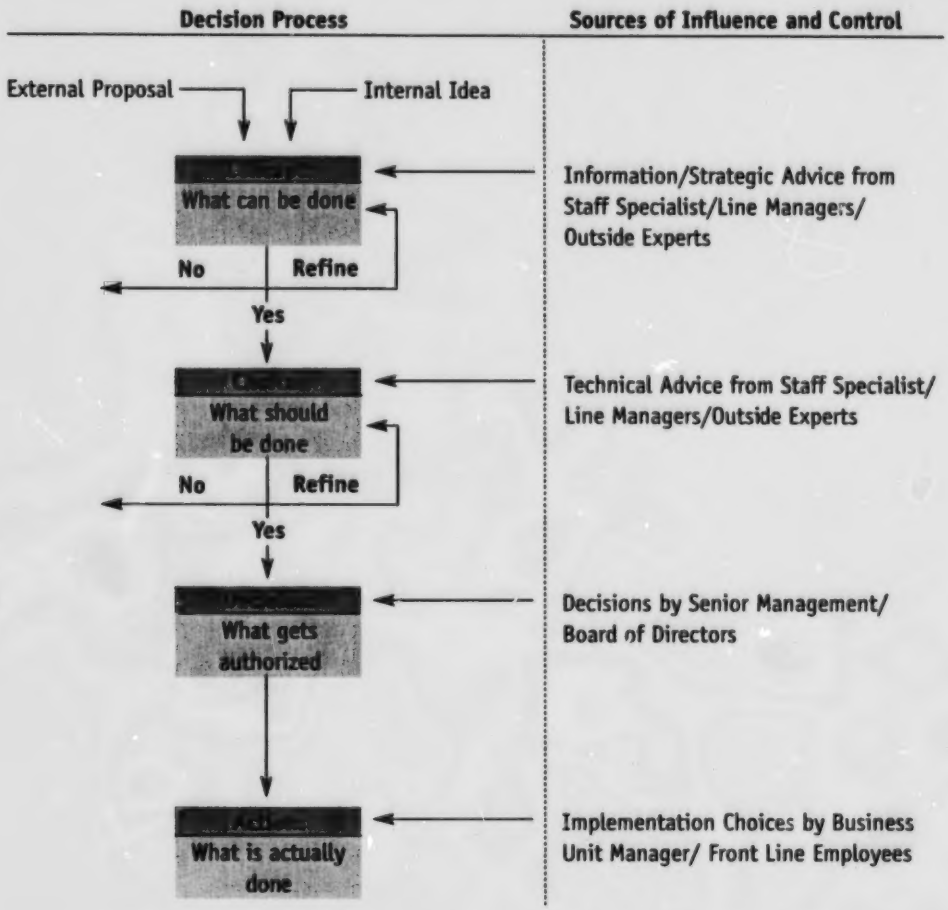
Budgets and Resources: Corporations will only go forward with a decision if they have the capacity to implement it. Budgets and resource allocations are a critical part of the decision process.

Budgets and the allocation of resources reflect the strategic direction of the firm. Budgeting is often done on an annual basis.

How a Decision Takes Plaœ

In a larger firm, a decision process usually has a number of discrete steps that are carried out by different people. The Decision Flow Chart (Figure 13) provides an overview of the process.

Figure 13 Decision Flow Chart



Generating an idea for action: The idea may emerge from many different sources both from outside the firm or within it. There should be an initial assessment of the value and viability of the idea.

Developing the idea: This is usually done by examining what would be involved and how it would be done. A tentative plan or proposal might be prepared. Corporate participants in the processes could be either line managers or staff specialists.

Evaluating a proposal: Assessing how the proposal fits with corporate policies, strategies, plans and resources is a key part of the decision process. The size and significance of the proposal will determine the level at which the evaluation is made and may result in a decision to act or not to act, a decision to refine, or a referral of a decision.

Implementing the action: This will usually involve business unit managers.

Finding Information on Corporations:

- Consult annual reports
- Surf the Internet for corporate sites and news
- Check the System for Electronic Data Analysis and Retrieval (SEDAR) for information on Canadian listed companies (www.sedar.com)
- Check the Electronic Data Gathering, Analysis and Retrieval system (EDGAR) for information on United States listed companies (www.sec.gov/edgarhp)
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The Power of Partnerships

Chapter 6

Who the Partners Are: Myths and Misconceptions

6 Who the Partners Are: Myths and Misconceptions

There are many myths and misconceptions about both Aboriginal people and the business sector in Ontario that can act as barriers to the development of partnerships.

"Myths and misconceptions can act as barriers to development of partnerships"

1. Stereotyping: The Source of the Problem

How and why are stereotypes created?

Generally speaking, a stereotype is a fixed and simplified concept. Stereotypes help to make the world easier to understand. Once something or someone is defined in a simplistic and fixed way, it can be organized into a category and understood in relationship to other things or people. The world becomes "knowable" through stereotypes. In the process of coming to know something, we are able to feel more comfortable because we believe that we have a better grasp of and sense of control over our world.

Stereotypes do not reflect complexity or diversity, and because they are based on a fixed concept are always overtaken by new realities. Even so, stereotypes sometimes develop into pervasive myths that can result in misunderstandings and even conflict.

Moving beyond stereotypes and myths is vital. Aboriginal businesses and the wider corporate sector must develop a better understanding of each other if partnerships between them are to flourish. This can be hard because it means that we have to leave our comfortable positions of stereotypical knowledge and move to a new place of listening, learning and ultimately cooperating.

2. Myths and Misconceptions about Aboriginal People

Here are a number of common myths and misconceptions that some in the wider corporate sector may have about Aboriginal people and businesses.

- Aboriginal Peoples in Ontario - Chapter 4
- Resources section

Myth: Aboriginal People do not have business experience.

The Facts:

- Aboriginal people in Ontario were successful traders for centuries.
- There are more than 5,000 self-employed Aboriginal entrepreneurs in Ontario; more than 20,000 across Canada.
- A higher percentage of young Aboriginal people are starting their own businesses than is the case in the general population.
- The number of Aboriginal people with educational qualifications in business and commerce is increasing rapidly.

- Aboriginal Peoples in Ontario - Chapter 4
- Partnerships in Practice - Chapter 8

Myth: Aboriginal people do not want to work.

The Facts:

- Increasing employment is a widely-shared aspiration among Aboriginal people, and one consistently advocated by Aboriginal leaders.
- Workforce participation rates for urban Aboriginal people in Ontario (65%) are almost identical to those of the general population (66%). Aboriginal people work in all parts of the Ontario economy and in many different occupations.
- Aboriginal people are valued as stable, reliable employees who contribute in many ways to corporate performance.

Myth: Aboriginal people lack financial resources.

The Facts:

- While barriers continue to exist, Aboriginal entrepreneurs now have access to capital for business start-ups and expansion from a variety of sources, including the commercial banks, Aboriginal Capital Corporations and government departments and agencies such as Aboriginal Business Canada.
- The Ontario First Nation Fund has distributed more than $500 million in accumulated Casino Rama net revenues to First Nations to be used within five approved categories, including community development and economic development.

- Resources section

Myth: Aboriginal people lack the education, skills and experience necessary for the wage economy.

The Facts:

- The number of Aboriginal people in Ontario that have post-secondary education has increased dramatically from about 200 in 1969 to more than 40,000 today.
- Aboriginal people participate as professionals and employees in virtually every sector of the economy including the resource sector, manufacturing, construction, transportation, business and financial services, government, health care and education.

- Aboriginal Peoples in Ontario - Chapter 4
- Partnerships in Practice - Chapter 8

Myth: Aboriginal business decision-making is too slow.

The Facts:

- Many Aboriginal organizations use an inclusive and consensus-based decision process that ensures decisions have the support needed to make them effective and successful.
- Decision-making in community-owned enterprises may be more complex and time consuming than in individually-owned enterprises. However, this too builds support for decisions once they are taken.

- Aboriginal Peoples in Ontario - Decision-Making - Chapter 4
- Partnerships in Practice - Chapter 8

- Decision-makers in individually-owned Aboriginal businesses are as decisive and effective as their non-Aboriginal counterparts.

- Aboriginal Peoples in Ontario - Decision-Making - Chapter 4
- Partnerships in Practice - Chapter 8

Myth: Aboriginal People cannot keep politics out of business decisions.

The Facts:

- Although for many First Nation communities, political and business decisions are interdependent, Aboriginal leaders increasingly recognize that the proper sphere for government is in deciding on the strategy for community business development. Day-to-day operational decisions are the responsibility of the managers of an enterprise, including those that are owned collectively by communities.

- Aboriginal Peoples in Ontario-Chapter 4
- How to Partner-Chapter 7
- Partnerships in Practice - Chapter 8

Myth: It is too risky to do business with Aboriginal people.

The Facts:

- Many successful business arrangements have been negotiated with Aboriginal businesses in Ontario and across Canada.
- Risk is inherent in any business relationship. What is important is to understand the nature and sources of the risk and to manage it.

- Resources section

Myth: Aboriginal people do not pay taxes.

The Facts:

- Most Aboriginal peoples pay significant amounts of tax each year. Tax exemption occurs only in limited circumstances.
- Generally speaking, registered Indians working off-reserve pay income tax, regardless of where they reside (even on-reserve). Inuit and Métis people are always required to pay taxes.

- Generally speaking, registered Indians living and working on-reserve are exempt from income tax and sales taxes as a result of the *Indian Act.*

3. Myths and Misconceptions about Corporations

Some Aboriginal people in Ontario may hold myths and misconceptions about the wider business sector.

Myth: Corporations are motivated only by money and profits.

- Why Partner - Chapter 3
- The Ontario Business Sector- Chapter 5

The Facts:

- Corporations must be concerned about profit. Without profit the company will go out of business.
- There are many strategies that drive business activity.
- Some firms want to maximize long-term profits, others focus on short-term returns. Some organizations prefer to focus on issues such as growth or innovation, rather than profitability alone.
- Increasingly, corporations seek to perform well in many different dimensions. In particular, the "triple bottom line" of financial, social and ecological performance is motivating the strategies of many businesses.

Myth: Corporations want to dominate and control.

- The Ontario Business Sector - Chapter 5

The Facts:

- Business is a competitive activity. To compete, businesses often strive to increase their share of markets as a means of achieving superior performance.
- A variety of laws are in place to control inappropriate corporate behaviour and to ensure the rights of workers, competitors, customers and other stakeholders.
- Increasingly, corporations recognize that they must earn their "licence to operate" through socially-responsible policies and practices.

- The Ontario Business Sector - Chapter 5
- Partnerships in Practice- Chapter 8

Myth: Corporations only want to exploit Aboriginal people.

The Facts:

- More and more, corporations are learning that they have to cooperate and collaborate with Aboriginal organizations in order to be successful.
- Mutual benefit, rather than exploitation, is becoming the way of doing business. This is part of a larger trend in business toward the development of alliances and networked organizations.
- Many Aboriginal communities have forged long-standing partnerships with non-Aboriginal corporations. In these partnerships, community objectives have been met and Aboriginal values respected.

- The Ontario Business Sector - Chapter 5
- Partnerships in Practice - Chapter 8

Myth: Corporations do not accept responsibility for social and environmental concerns.

The Facts:

- Corporate perspectives on social and environmental responsibility are changing. Increasingly, corporations are motivated by the "triple bottom line" of financial, social and ecological performance.
- Corporations are governed by federal and provincial laws that set out social and environmental obligations.
- New international standards for social accountability (such as SA 8000) and environmental accountability (such as ISO 14000) are emerging. Corporations are being held to account for their social and environmental performance.
- Many resource companies have signed comprehensive socio-economic agreements with Aboriginal communities which set out specific environmental, social, economic and community development commitments.

Myth: Corporations have unlimited financial resources.

The Facts:

- For all companies, however large, capital is a precious, limited resource that must be carefully allocated in ways that support corporate strategies.
- Corporations choose investments only after careful review. Selected investments often must meet or exceed targeted rates of return, as well as help the company to meet its business objectives.
- In any particular year, the financial resources available for any expenditure or investment will be determined by strategic priorities as well as by operational budgets.

Myth: The corporate sector cannot be trusted.

The Facts:

- Most corporations conduct their business relationships within a climate of trust. Trust is increasingly recognized as a strategic asset which must be earned and maintained if the corporation is to enjoy long-term success.
- Corporations increasingly recognize that they must earn the trust of Aboriginal peoples if they are to forge mutually beneficial relationships.
- There have been instances where corporations have not honoured the trust and interests of Aboriginal peoples. Corporations that have violated the trust of communities where they operate have seen their reputations damaged, which has hurt their overall business performance.

- Aboriginal Peoples in Ontario - Chapter 4
- How to Partner - Chapter 7
- Partnerships in Practice - Chapter 8

Myth: The corporate sector is insensitive and resistant to Aboriginal culture and values.

The Facts:

- Many corporations are taking steps to increase awareness of Aboriginal issues, both historical and contemporary, as a means of building mutual knowledge and understanding.
- Increasingly, corporate values are shifting to reflect inclusiveness, employee participation, teamwork and consensus decision-making. These broader trends in the business sector are often aligned with traditional Aboriginal values.

4. Myths and Misconceptions about Aboriginal-Corporate Partnerships

Some Aboriginal people and people in the corporate sector may hold myths about the potential and success of corporate-Aboriginal partnerships.

- The Power of Partnerships - Chapter 3
- Aboriginal Peoples in Ontario - Chapter 4
- The Ontario Business Sector - Chapter 5
- Partnerships in Practice - Chapter 8

Myth: There are no opportunities for partnership in Ontario.

The Facts:

- There are many opportunities for partnerships in Ontario.
- Opportunities for both Aboriginal people and non-Aboriginal corporations arise from the growth in Aboriginal economies, the growth in Aboriginal leverage over resources and the growth in Aboriginal markets.
- There are many success stories in all major sectors of the economy.

- Aboriginal Peoples in Ontario - Chapter 4
- Partnerships in Practice - Chapter 8
- Resources section

Myth: Aboriginal communities have nothing to bring to a partnership.

The Facts:

- Aboriginal people are increasingly able to bring knowledge, skills, experience and resources to a partnership.

- There are an increasing number of Aboriginal enterprises to partner with.

Myth: Nobody in Ontario is interested in partnership.

The Facts:

- Many Aboriginal communities and businesses in Ontario have demonstrated their interest in partnership, and have initiated relationships with non-Aboriginal businesses based in Ontario and elsewhere.
- Many non-Aboriginal corporations operating in Ontario have entered into partnership arrangements with Aboriginal communities and businesses.

- Partnerships in Practice - Chapter 8

Myth: The barriers to partnership are too great.

The Facts:

- Partnership is about being stronger together than either partner would be alone.
- There are barriers to partnership; however, these barriers are surmountable if the partners learn how to work together.
- There are many sources of advice and assistance than can help overcome barriers that exist.

- The Power of Partnerships - Chapter 3
- How to Partner - Chapter 7
- Resources section

Myth: Partnerships may work elsewhere - but there are no successful ones in Ontario

The Facts:

- The number of successful partnerships in Ontario increases each year.

- Partnerships in Practice - Chapter 8

The Power of Partnerships

Chapter 7

How to Partner: Understanding the Partnership Process

7 How to Partner: Understanding the Partnership Process

Partnership is a process. It has identifiable stages and many commonly-accepted practices. Some of these involve looking outward at potential opportunities and potential partners. Others involve looking inward at your own organization or your community to understand how a partnership would fit with your own goals and values, and to identify what your organization can bring to the arrangement. Successful partnerships anticipate both the benefits and risks of working together and take steps to address them.

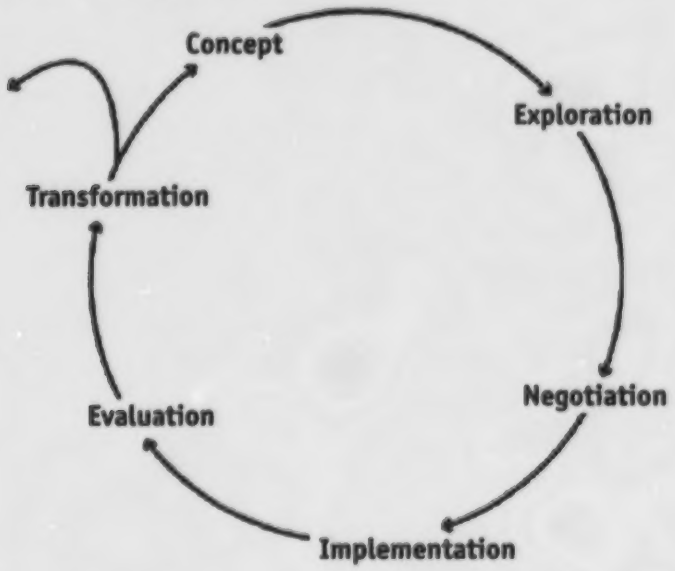
"Partnership is a process with identifiable stages and commonly accepted practices"

1. Overview of the Process

There are stages to every partnership arrangement. Partnerships flow out of ideas and relationships. They become clarified through discussion and negotiation. Commitments of resources and other investments make them operational. Over time, they need to be evaluated and, based on results, renewed or modified as appropriate.

In general, there are six stages to a partnership arrangement. These are depicted in Figure 14.

Figure 14 Partnership Process



Stages of the Partnership Process:

Concept: Most partnership arrangements begin as concepts or ideas. Some flow from identifying a potential market opportunity, a new customer or supplier, a new product or service. Others come from a desire to strengthen an organizational capability such as access to investment capital, human resource development, technological know-how, or management expertise.

Exploration: Finding the right partner is a critical part of the process. Prospective partners should ask: Who will help us achieve our goals? In what ways are our goals compatible? Are our values compatible? How do we complement and strengthen one another? Can we work together? Many look to existing relationships for opportunities.

Negotiation: The process of negotiation defines how you will work together. It clarifies the goals and expectations of each partner. Negotiation also establishes the roles and responsibilities of each partner.

Implementation: Each partnership is different in its implementation. In general, this stage involves all of the operational aspects of the partnership such as governance processes, capital investments, human resources, finance, management practices and so on.

Evaluation: Monitoring and evaluation are essential parts of any partnership. Partners need to ask: Are we meeting our goals? Are our expectations being fulfilled? What have we learned? Have we solved problems that have emerged? Have circumstances changed since we began?

Transformation: Partnerships change over time. They can grow and be renewed. They can lead to new ideas and concepts. They can also end. Recognizing the dynamic nature of partnership arrangements helps transformations to occur.

2. Getting Started

Partnerships can begin in many different ways. You may have an idea and are looking for a partner, or someone may bring you an idea in order to see if you are interested in partnering with them. Alternatively, you may have a relationship with someone and the idea for partnership may evolve out of that relationship.

No matter how ideas originate, the first question to ask is: "Is partnership right for my organization?"

Answering this question means looking ***inward*** and understanding your organization's goals, strengths and weaknesses, opportunities and constraints.

- **Examine how a partnership would help to achieve your goals**

The purpose of any partnership is to achieve a goal or set of goals. Knowing what your goals are at the beginning is essential. Goals can be broad and strategic in nature, such as achieving economic diversification, or they can be narrow and focussed, such as reaching a new market.

Do we know our goals?
How would a partnership help to achieve them?

- **Identify what you could bring to a partnership**

Partnerships involve contributions and commitments from each of the partners. Understanding your own strengths can help to attract a partner and structure a mutually beneficial arrangement.

Different organizations bring different resources and capabilities. These can include knowledge of markets, cultures and organizations; human, capital, technology or land resources; different types of know-how and expertise, for example in managerial, technical and ecological areas.

Do we know our strengths?
Why are these valuable?

- **Identify the benefits you might hope to get from a partnership**

Partnerships are successful when the partners are stronger together than either would be alone. Knowing the areas where you could gain from a partnership arrangement can help you decide whether a partnership is necessary or desirable. If this is the case, knowing what types of knowledge, resources, capabilities and expertise you want to develop through partnership can help to evaluate different potential partners.

Do we know our limitations?
Can a partner help overcome them?

- **Assess whether your organization can commit to partnership**

Most organizations – both in Aboriginal communities and the wider corporate sector – have a complex set of goals, interests and values. Partnerships succeed if there is a strong commitment *throughout* the organization. They can fail if there is resistance.

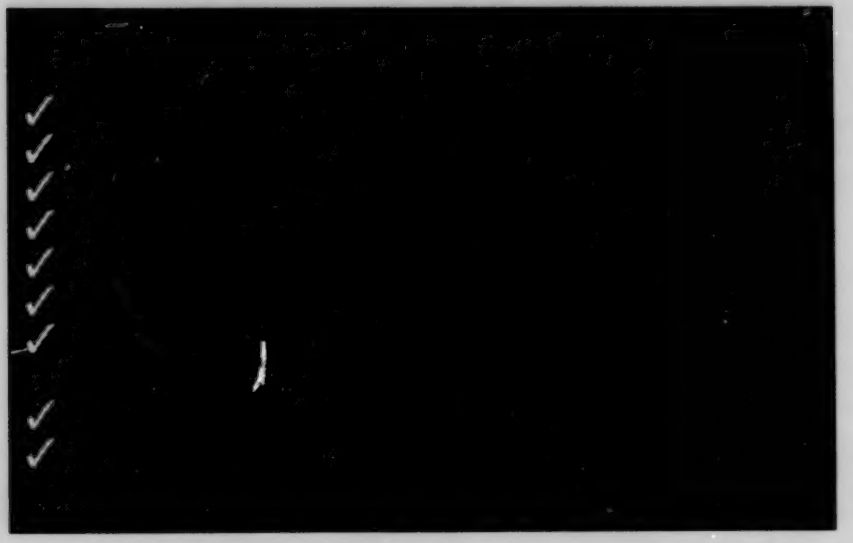
To ensure long-term success, it is important that your organization's leaders and other influential members support the partnership and understand its value.

Does our organization have a strong commitment to partnership?
Who in our organization might resist partnership, and why?

- **Ask whether partnership is the best alternative**

Partnership may not be the only way to achieve your goals. Understanding your options and assessing their relative merits and risks can clarify whether a partnership is worth pursuing. If it is, then you will have a clear understanding about why this is so. If not, then you will have identified a better course to follow.

Is partnership the only path to our goals?
Is partnership the best way to proceed?



- The Power of Partnerships - Chapter 3
- Who the Partners Are - Chapters 4 & 5
- Aboriginal Peoples in Ontario - Chapter 4
- The Ontario Business Sector - Chapter 5

3. Ways to Build Relationships

Partnerships flow out of relationships. Building positive relationships is often a key prerequisite to building partnerships. Many Aboriginal people, as well as non-Aboriginal people, believe that positive relationships are built on principles of kindness, honesty, sharing and strength. Networking, using intermediaries and making a direct approach are three common ways that Aboriginal organizations and the broader corporate sector can build relationships with one another.

- **Ask whether partnership is the best alternative**

Partnership may not be the only way to achieve your goals. Understanding your options and assessing their relative merits and risks can clarify whether a partnership is worth pursuing. If it is, then you will have a clear understanding about why this is so. If not, then you will have identified a better course to follow.

Is partnership the only path to our goals?
Is partnership the best way to proceed?

See Also

- The Power of Partnerships - Chapter 3
- Who the Partners Are - Chapters 4 & 5
- Aboriginal Peoples in Ontario - Chapter 4
- The Ontario Business Sector - Chapter 5

Is Partnership for Us?

Do we know our goals?
How would a partnership help to achieve them?
Do we know our strengths?
Why are our strengths valuable?
Do we know our limitations?
Can a partner help overcome our limitations?
Does our organization have a strong commitment to partnership?
Who in our organization might resist partnership? Why?
Is partnership the only path to our goals or the best way for us to proceed?

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See Also

- Resources section

Networking

This is the most informal method of relationship-building.

Good networking opportunities can be found by participating in business networks such as Chambers of Commerce, trade associations and industry sectoral associations. These organizations often provide a range of services to their members, including market intelligence, access to contracts, references to suppliers and advice on dealing with business problems. Networking opportunities will arise through seminars, workshops, breakfast meetings, conferences and trade shows organized by the association.

Participating in Aboriginal organizations and events can also provide ways to network by meeting key contacts in local areas, and increasing knowledge and understanding of Aboriginal issues and priorities.

See Also

- Resources section

The Partnership Development Advisors (PDAs) in your area can also help you find opportunities that suit your needs and interests. Through funding from the Ontario government, these PDAs have been hired by Aboriginal economic development organizations across the province to work at the community and regional level to promote partnerships. A list of host organizations is set out in the Resources section of this Kit.

Using Intermediaries

An organization may have a specific idea for a partnership, but require some assistance in finding an appropriate partner.

In this case, intermediaries such as accountants,lawyers or business consultants may be able to provide suggestions and introductions.

Networking Tips: Tips

- Make it someone's job to network
- Keep focused – start with your local area
- Participate in local events
- Try to meet someone new each time
- Find something you have in common to talk about
- Carry business cards at all times
- If you think there's an opportunity, follow it up
- Attend course or seminars on how to network
- Ask a Partnership Development Advisor for help

Some organizations may know what they are looking for in a partner, and undertake the search themselves.

This often involves developing specific criteria and then searching for potential partners who meet these criteria. A variety of techniques can be used, including retaining consultants; researching business databases and directories; advertising and issuing requests for proposals.

4. Finding the Right Partner

See Also

- The Power of Partnerships - Chapter 3
- Aboriginal Peoples in Ontario - Chapter 4
- The Ontario Business Sector - Chapter 5
- Partnerships in Practice - Chapter 8

Choosing an appropriate partner is one of the key decisions in creating a successful cross-cultural partnership. There are no shortcuts. It takes time and resources to get to know and select partners.

It also takes knowing what to look for. There are three fundamental qualities that are essential: respect, motivation and commitment.

Taking time to get to know your potential partners, to find out why they might be interested in partnering with you and to understand what they are prepared to do is part of the process of building a relationship that will be successful.

Being prepared to share information about your organization and your expectations is also part of this process. Partnership is a two-way street and the qualities that are desirable on one side of the partnership are just as desirable on the other.

Table 5 Qualities of a Good Partner

The Aboriginal Partner		The Corporate Partner
• Respect for corporate values • Respect for corporate decision process	**Respect**	• Respect for Aboriginal values • Respect for Aboriginal decision processes
• Business case for corporate relations • Strategic fit with vision for community economic development	**Motivation**	• Business case for Aboriginal relations • Strategic fit with corporate priorities
• Willingness to set goals • Willingness to share risk • Willingness to allocate resources • Willingness to sustain effort	**Commitment**	• Willingness to set goals • Willingness to share risk • Willingness to allocate resources • Willingness to sustain effort

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5. Negotiating a Partnership Arrangement

- Aboriginal Decision-Making - Chapter 4
- Corporate Decision-Making - Chapter 5

Each negotiation is different. Some may take a longer or shorter time to conclude. Some may take place over a relatively short period and be concluded in a matter of days or weeks. Most take longer and extend over a period of months.

Negotiations may also vary in terms of their complexity. The scope of the partnership may add to its complexity as well as the decision-making processes of each partner.

- Partnerships in Practice - Chapter 8

The process of negotiation gets to the heart of the partnership process. This is where goals and expectations are formally set out. It is also where roles and responsibilities are defined, and where agreement is reached on how benefits will be shared.

Tips

Getting to Know Each Other:

- Meet several times to develop a better understanding of who they are as people
- Ask for information on their existing businesses, their practices and partnerships
- Visit each other and tour the community or the business operations
- Check the Internet for background information
- Check their reputation with others who know them
- Check for potential warning signals, such as litigation

The Climate for Negotiation

Negotiation always takes place within a context and is influenced by that context. In the case of Aboriginal-corporate partnerships, it is important to realize that both parties may understand and have different expectations of the proposed partnership.

- Aboriginal people generally approach these issues with extensive knowledge of the history of the relationship between Aboriginal peoples and other Canadians. The proposed partnership may be viewed as more than a business deal. It may be seen as contributing to greater self-determination or self-government.

It may be part of a larger economic or community development strategy. It may be an important step to improving local employment or opportunities for entrepreneurs. The Aboriginal partner may see the corporation as a reluctant player, who has been forced to the table because of legislation or government regulation.

- On the other side, the corporate partner may see this as just another deal for access to resources and opportunity to improve market share. Or they may see it as part of their corporate responsibility. They may not be cognisant of the history of the Aboriginal peoples sitting across the table from them. Sometimes they may not even be aware of their own corporate history with Aboriginal peoples.

For more than a century, Aboriginal peoples have striven to ensure that they are not excluded from sharing in the resources of this country. Moving from struggling for a place at the table, to actually working at the table, is not always an easy transition and may involve a difficult and emotional journey for some Aboriginal people. It is important to understand their potential emotional sensitivities and scepticism about the possibility of a partnership.

Understanding the negotiating climate is an important element in building trust and creating a successful partnership.

- Partnerships in Practice - Chapter 8
- Resources section

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See Also

- Partnerships in Practice - Chapter 8
- Resources section

Getting Organized to Negotiate:

Are you clear about what you want to achieve?
Do you have a budget to cover the negotiating costs?
Is the negotiating team in place?
Have you appointed an experienced negotiator with a clearly defined mandate?
Will the negotiator be able to see the process through to the end?
Is there a formal ongoing process for the negotiator to report back to you for confirmation and further direction?
Are technical and expert advisors lined up?

The Common Elements in a Negotiation

There are four main steps that are common to virtually all negotiations:

Appoint a Negotiator: A negotiator may be either an individual or a team with a clear mandate to negotiate; the lead negotiator should be experienced in the negotiation process and be supported by expert advisors.

Hold a series of discussions: These discussions provide the opportunity to lay out objectives and explore options. From time to time, negotiators may need to seek advice and guidance from their organizations about priorities and choices. The discussions should lead to an agreement about the nature of the partnership that will be formally concluded.

Conduct "due diligence": This involves verifying the quality of the assets that the other party is contributing; and the negotiator should request pertinent documents for review by lawyers and accountants.

Negotiating Your Partnership:

Negotiate as equals - do not be intimidated by organizations larger than yours
Use the negotiation process to continue to build understanding and commitment
Understand who you are negotiating with – identify all of the players in the process
Assess interests and expectations, ask questions and listen carefully
Put all key issues on the table
Understand your own options and constraints – these become the minimum conditions for partnership
Document your understandings at each stage
Use these documented understandings as the basis for the formal partnership arrangement
Think win-win – this is the beginning of a longer relationship

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Conduct "due diligence": This involves verifying the quality of the assets that the other party is contributing; and the negotiator should request pertinent documents for review by lawyers and accountants.

Conclude formal agreements: An agreement in principle may be taken to each of the parties for ratification. This would be followed by the final agreement which would be signed by the partners.

Use of Expert Advisors

It is important that the partnership be based on sound expert advice. This advice may be provided by outside advisors, such as lawyers, bankers, accountants and business consultants.

Expert advisors can help in the following ways:

- perform "due diligence" on potential partners;
- verify financial, marketing and operating assumptions that underlie feasibility studies and business plans;
- assess the tax implications of a particular deal for both parties;
- draft the business arrangements reached through the negotiation process; and
- identify the need for special commitments or covenants to protect a partner's interests.

It is important to get to know expert advisors before retaining them. Many of the methods used to get to know a potential partner can also be used in the process of selecting experts.

6. Formal Partnership Agreements

Formal partnership agreements clarify what will be done. They are important for many reasons. They not only set out roles and responsibilities, but a well-documented agreement will help to prevent problems down the road.

Items Dealt with in a Partnership Agreement:

- Objectives and expectations of each partner
- What each partner is to contribute (cash, property, skill, labour)
- Roles and responsibilities within the partnership
- The division of ownership or control
- Who will manage the partnership: one of the partners or a third party
- Who will get training and jobs, and on what basis
- How will contracting opportunities be awarded
- Environmental issues that need to be addressed
- How profits are to be reinvested or distributed
- Monitoring and evaluation objectives and mechanisms
- Provisions for dispute resolution and dissolution

Types of Formal Agreements

Agreement in Principle: This records the results of the negotiations. It is a non-binding outline of the major features of a proposed partnership and can take a variety of forms, such as a Letter of Intent, a Memorandum of Understanding, or Heads of Agreements. These various Agreements in Principle serve as the framework from which lawyers could draft the legal document governing the partnership.

Legal Agreements: These are legal documents that govern the partnership. They define mutual obligations of each party and may include sub-agreements such as a Shareholder Agreement and Management Agreement.

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Types of Formal Agreements

Agreement in Principle: This records the results of the negotiations. It is a non-binding outline of the major features of a proposed partnership and can take a variety of forms, such as a Letter of Intent, a Memorandum of Understanding, or Heads of Agreements. These various Agreements in Principle serve as the framework from which lawyers could draft the legal document governing the partnership.

Legal Agreements: These are legal documents that govern the partnership. They define mutual obligations of each party and may include sub-agreements such as a Shareholder Agreement and Management Agreement.

7. Managing and Sustaining Partnerships

• Resources section

Managing and sustaining partnerships can be a challenge. Here are some actions that can help to raise the likelihood of success.

Choose the right managers

Why this is important: Managers make the partnership work. People skills are just as important as technical skills.

How this can be done: Use careful selection processes and prepare managers (and other employees) who are involved in partnerships.

Keep focused on achieving the partnership goals

Why this is important: Business partnerships must meet their mutual goals in order for both partners to remain committed and business joint ventures must be profitable to survive.

How this can be done: Have regular reviews of progress, identify and remedy problems.

Maintain open and ongoing relations between the partners

Why this is important: Helps ensure that progress is being made and the expectations of both parties are being met, and flags any problems early so that they can be addressed and resolved.

How this can be done: Maintain top level involvement.

Communicate regularly and openly

Why this is important: Communication keeps people informed about what is happening and widens awareness about the partnership and its objectives.

How this can be done: Establish strong internal communications with employees and people directly involved in making the partnership work. Keep the partner organizations equally informed about progress, issues, challenges and accomplishments. Communicate with players outside the partnership framework, e.g., with other stakeholders, communities, governments, businesses, etc.

Be flexible and adaptable

Why this is important: Flexibility and a capacity to adapt are crucial attributes in implementing and managing partnerships. Partnerships need to be flexible if they are to cope with external changes that managers cannot control.

How this can be done: Be open to revise or adapt partnership goals or strategies if this is needed. Be willing to adapt the partnership structure or staff to accommodate changing external conditions.

Monitor and evaluate progress

- Partnerships in Practice - Chapter 8
- Resources section

Why this is important: To understand the extent to which goals are being achieved. Identifying emerging issues and problems allows for corrective action to be taken in time.

How this can be done: Establish performance indicators, accountability requirements and the role of each partner in the evaluation process. Set a regular timetable when partners review progress. Make adjustments on an ongoing basis and resolve problems as they emerge.

8. Common Mistakes to Avoid

Not all attempts at forging partnerships are successful. Not all partnerships succeed in practice. Understanding where they fail and the reasons for this may help you avoid the same problems.

Mistakes can occur throughout the partnership process from the earliest stages of getting started through to when the partnership is being implemented.

Table 6 Common Mistakes to Avoid

Partnership Phases	Common Mistakes
In the Beginning	• Not identifying and defining your own goals • Not knowing your own alternatives • Not taking the time to get to know your potential partner • Not understanding your partners' needs, motivations and expectations • Not being respectful
During Negotiations	• Not having experienced, skilled negotiators • Not identifying the desired outcomes of the partnership • Making assumptions about the other partners' goals • Making assumptions about the other partners' understandings of your position • Not identifying what each partner brings to the table • Not being clear about the expectations of others • Not doing due diligence • Not having a solid business plan • Not recognizing differences in power • Not listening • Ignoring advice of Elders and experts • Not having organizational backing for the partnership • Not understanding the decision/approvals process • Not taking advantage of opportunities in a timely way • Moving too quickly • Not making plans for the long term
Once a partnership is implemented	• Lack of communications • Hiring the wrong people • Underestimating the importance of ongoing support of the partners • Inadequate management systems • No active oversight of the operation of the partnership by the partners • Keeping a partnership going once its usefulness is over

The Power of Partnerships

Chapter 8

Partnerships in Practice

8 Partnerships in Practice

Partnership is becoming a way of doing business for many Aboriginal organizations and the broader corporate sector in Ontario. Partnerships are found in many sectors of the economy and are being formed by many different types of organizations. With the growing number of partnerships, there is increased knowledge of what works and what practices contribute to success.

"Successful partnerships are found in many sectors in all parts of Ontario"

1. The Ontario Experience

Successful Aboriginal-corporate partnerships are thriving across Ontario, from the remote north to urban centres in the south. An examination of some of these partnerships reveals the following insights:

- **Many different types of partners are involved. Aboriginal partners include individual entrepreneurs, urban Aboriginal organizations, First Nation communities and enterprises and Métis enterprises. The non-Aboriginal partners include both small businesses, large multinational companies, Crown corporations, as well as trade unions and research institutes.**
- **Business partnerships exist in most major sectors of the Ontario economy. These include agriculture, mining, power generation and transmission, manufacturing, tourism, high technology, forestry, gaming and construction.**

- Although some partnerships involve complex and comprehensive arrangements, most aim to achieve a relatively narrow and focused set of goals.
- Governments have often played an important role in partnership. In particular, funding through different federal and provincial programs has frequently been instrumental in leveraging private sector financing.

2. Case Studies

Detailed case studies have been prepared to provide insight into the nature and scope of different partnership arrangements, as well as understanding into the partnership process. The case studies describe how each of the partners have benefitted from the partnership and provide insight into the success factors and lessons learned.

Table 7 Partnerships in Ontario

Partnership	Sector	Type	Date Formed
Abenaki Associates and ACCPAC	Software	Marketing Partnership	1986
Advanced Thermodynamics Corporation and Batchewana Band Industries	Manufacturing	Manufacturing joint venture	1992
Iroquois Cranberry Growers and Stoney Ridge Cellars	Agriculture/ Food/Beverage	Strategic alliance to develop and produce cranberry wine	1995
Union Gas, Six Nations of the Grand River and Six Nation Natural Gas	Energy	Strategic alliance to develop efficient natural gas distribution system on Six Nations	1994
Polar Bear Park Expeditions and Elmhirst Resort	Tourism	Strategic alliance to provide eco-tourism package	1997
Bowater, Weyerhaeuser and Waabigon Saaga'igan Anishinaabeg First Nation	Forestry	Comprehensive partnership to pursue economic cooperation and business opportunities	1998
Miziwe Biik and the Toronto Construction Trades Council	Construction Trades	Strategic alliance to help Aboriginal people participate in GTA construction trades	2000

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[illegible]	Forestry	Comprehensive partnership to pursue economic cooperation and business opportunities	1998
[illegible]	Construction Trades	Strategic alliance to help Aboriginal people participate in GTA construction trades	2000

Sincere thanks to all of the case study partners for their advice and assistance, and for providing excellent examples of partnerships in Ontario.

These case studies have been selected to show the diversity of the partnership experience in Ontario in terms of objectives, partners, sectors and activities.

It is important to note that there are many more examples of partnership that have been formed or are being developed in Ontario.

Abenaki Associates Partnership with ACCPAC International

Abenaki Associates has been a Solutions Provider for ACCPAC International since 1986. As a Solutions Provider, Abenaki resells and trains Aboriginal organizations and communities on the ACCPAC accounting and management software.

Abenaki Associates is an Aboriginal business providing a variety of software products and services, primarily to First Nations and Aboriginal organizations. ACCPAC International is a subsidiary of Computer Associates International, which provides accounting software that is widely used throughout the world.

Getting Started

The partnership was initiated when Abenaki approached ACCPAC with a proposal to represent ACCPAC in the First Nations marketplace.

Abenaki recognized at the time (the mid-1980s) that First Nations were just being introduced to computer technology and there would be a great demand for powerful, flexible yet easy to use and inexpensive software solutions that could be used in a fund accounting situation.

ACCPAC was, and still is, the largest developer and marketer of integrated accounting software programs in Canada. Also, since it was being used by Chartered Accountants and Certified General Accountants as part of their training programs, Abenaki felt that Aboriginal clients would feel comfortable having a professionally recognized system in their offices. It also made it easier for their professional accountants to complete audits if they were using familiar software.

Reaching Agreement

The process of becoming a Solutions Provider went smoothly. The negotiations were completed directly between the two partners. Abenaki had to apply to ACCPAC to become a reseller and development partner, and undertake several training programs offered by ACCPAC to ensure that it was fully qualified to sell and service the product line.

The partnership was structured as a legal partnership and took the form of a business partner agreement between Abenaki and ACCPAC.

To this business partnership, Abenaki brought an extensive knowledge of the Aboriginal community, their accounting systems and, in particular, fund accounting knowledge as opposed to the for-profit sector type of accounting that the normal ACCPAC reseller would know. ACCPAC brought a marketing support network and an excellent product line that met the requirements of Aboriginal clients.

The Partner Benefits

The partnership has been very successful to both partners. Abenaki has helped ACCPAC to make significant inroads in the Aboriginal market. To date, over 500 of the 610 First Nations across Canada use the ACCPAC software. The software is also being used by many Aboriginal organizations.

Abenaki has provided training to 15,000 Aboriginal users over the past 14 years. For Abenaki, the partnership has provided an important ongoing source of revenue from ACCPAC software sales, training and support, and currently about 75% of total company revenues comes from ACCPAC-related sales. Abenaki's experience, expertise and track record is opening up new opportunities in the non-Aboriginal marketplace for computer-related training.

Evolution of the Partnership

From the initial agreement, which was strictly a reseller agreement, Abenaki expanded its involvement with ACCPAC by becoming a development partner and now has a "development partner agreement" in place with ACCPAC. Abenaki has developed unique software that extends ACCPAC's capabilities in the First Nations marketplace.

This gives the company the ability to custom develop programs for use by the First Nations that meet their unique requirements for functions such as social assistance administration, housing inventory management, new business development and membership management.

Partnership Success Factors: Abenaki's Perspective

Abenaki has identified a number of factors that have contributed to the success of its marketing partnership with ACCPAC:

- The two partners have a clear agreement with their respective roles clearly defined
- The partnership recognizes Abenaki's focus on the vertical market made up of the First Nations and Aboriginal organizations in Canada
- The partnership is mutually beneficial in business terms
- ACCPAC has recognized Abenaki's commitment and contributions in the Aboriginal market

Batchewana Band Industries' Partnership with Advanced Thermodynamics Corporation

The partnership between Batchewana Band Industries Ltd. and Advanced Thermodynamics Corporation was the result of a decade-long search by the Batchewana First Nation to attract businesses to their Blue Heron Industrial Park.

Advanced Thermodynamics Corporation (ATC) is a manufacturer of high technology heating and cooling systems for transport trucks. Its truck heaters help reduce diesel consumption and exhaust emissions.

Batchewana Band Industries Ltd. is wholly owned by the Batchewana First Nation to operate at an arms-length basis to pursue economic development initiatives for the community.

A Targeted Search

Batchewana First Nation had adopted a strategy to target and attract businesses to its industrial park that would provide job opportunities for band members. As part of that strategy Batchewana was prepared to form a joint venture arrangement with partners that met its performance criteria.

Key Attributes of Joint Venture Partners: Batchewana Band Industries' Criteria

Topping Batchewana's list of criteria were:

Companies that would provide good jobs for band members - jobs which paid better than minimum wage and provided growth opportunities for band members
Companies that would be profitable
Companies with growth potential
Companies that were environmentally friendly

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Batchewana put together a list of attributes it wanted in any company that it would joint venture with and worked with some Toronto-based consultants to identify likely partners. The consultants identified ATC as a potential partner.

Originally based in London, Ontario, Advanced Thermodynamics Corporation was approached by Batchewana to relocate in the band's industrial park near Sault Ste Marie. ATC was considering moving production to Northern Ontario to meet the regional sourcing requirements of another large contract for diesel fuel heaters for military vehicles.

Negotiations

The parties recognized the importance of separating business decisions from politics. ATC wanted to ensure stability of operations and needed assurance that operations would not be impacted as a result of changes in First Nation leadership. Batchewana Band Industries Ltd. (BBI), was created with a structure that is independent of the Band Council. At the same time, the fact that BBI has had the same board members for a number of years has helped create a sense of security and stability.

The Partnership

Batchewana First Nation and ATC struck a deal in October 1992 under which Batchewana provided ATC with a 15,000 square foot industrial building in its industrial park and access to training money and grants that could be used to purchase equipment - in return for a 30% stake in the company.

In October 1997 Batchewana increased its stake in ATC to 51% to enable the company to qualify for opportunities under the federal Aboriginal Procurement program (which are only available to majority Aboriginal-owned companies).

Results

From the perspective of both partners, the partnership has gone very well. First Nation members have filled most of the jobs at ATC - 80% of ATC's 40 employees are Aboriginal people. The company

has provided Aboriginal employees with the training to fill technical and managerial positions. Sales have expanded over time. The range of products and clients has grown.

Recently both parties jointly sold out to Teleflex (Canada) Ltd., the Canadian subsidiary of a large United States conglomerate. Teleflex will maintain operations in Batchewana's industrial park and anticipates new growth opportunities for ATC's products, which will be able to reach a much larger marketplace through Teleflex's international distribution network.

Iroquois Cranberry Growers

Owned and operated by the Wahta Mohawks, Iroquois Cranberry Growers (ICG) is one of the most successful community-based agriculture enterprises in Canada today, with an annual harvest of almost one million pounds of the red berries. Situated near Bala, Ontario, the operation was established in 1969 in a bog area on the reserve. Less than one half acre of land was originally planted; this has since expanded to over 68 acres, with local retail, domestic wholesale and international markets for its products. It is a source of pride, revenue and employment for the people of Wahta and has helped support an economic base for the community.

The Wahta Mohawks moved to their present territory near Bala from Oka, Quebec in 1881. They traditionally picked and sold cranberries from a bog just north of the Musquash River. That same spot had all the requirements for a commercial cranberry operation. ICG is now the largest cranberry operation in Ontario.

Partnership Initiatives

Partnerships have played a critical role in the development and expansion of the cranberry operation over the past 30 years. These have taken place with respect to cultivation, processing and new product development.

Horticultural Research Institute of Ontario (HRIO)

Early in the development of the enterprise, Iroquois Cranberry Growers realized that it needed specialized knowledge and needed to research some aspects of cranberry growing. There are some unique aspects to growing cranberries in Ontario. These included a different climate from other growing regions and different cultivars being available. This led to a partnership with HRIO from 1970 onwards.

By partnering with the HRIO, Iroquois Cranberry Growers gained information about the horticultural aspects of cranberry growing. This included people at HRIO who "we could bounce ideas off of" and resources, including literature and studies about cranberries. HRIO also did research designed to improve and

expand cranberry production in Ontario. Because Ontario imports large amounts of cranberries any increase in provincial production was seen as beneficial.

This partnership had minimal costs associated with it, which was important to a small business just starting out. Research carried out was based on information that ICG required as well as the interests of researchers. Some of this work, such as variety trials, took years. Other research, such as looking at temperatures under ice in winter, took only one season. Later work included looking at uses for cranberries including the production of juice and its constituents. The research really followed the direction of the business.

> "Perhaps the most important lesson learned here is that it never hurts to ask. Asking first led us to the HRIO, then to having research done in a direction that suited our goals."
>
> Matt Commandant - Iroquois Cranberry Growers

Cranberry Wine

In an ongoing search for product ideas, ICG's marketing manager looked at making cranberry wine in the early 1990s. This was before the great increase in the popularity of fruit wines that we see today. The marketing manager took the idea to ICG leadership and they agreed that developing the product was a good idea. The product was intended primarily as a special item for ICG's 25th anniversary celebrations. After some initial product development, ICG took the product idea and the product to a winery in 1995. With the help of the vintner, they came up with a cranberry wine. This fruity, sweet, dessert wine was very different from any other products. The cranberry wine won a bronze medal in the "new" category at the International Eastern Wine Competition.

Stoney Ridge Cellars produced the wine for ICG's anniversary and sold the product at their vineyard store. In the next year, Stoney Ridge successfully applied to the LCBO to have the product

listed. ICG for various reasons did not pursue this product any further. The product is now available at LCBO Vintages stores.

ICG still supply cranberries to Stoney Ridge and they have had great success with the product including a label that gives credit to ICG's role in product development. ICG did have the product for its anniversary year but the then council decided not to continue production both because of provincial laws and because of community sentiment. Because of the nature of the joint product development, no agreements were entered into.

"Although our relationship with Stoney Ridge is a good one, in hindsight, perhaps we should have entered into a development agreement that would have given us more control over the information resulting from our joint research. It is important not to forget the value of information."

Matt Commandant - Iroquois Cranberry Growers

Other Product Partnerships

In the mid-1990s, Iroquois Cranberry Growers contacted the Ontario Food Technology Centre (OFTC) to help develop a sweetened dried cranberry under a federal government research program. Given ICG's small staff, seeking outside help with this project made sense. Originally the process was to use maple syrup to sweeten the product, but the cost was too high and sucrose was used as a sweetener.

Initially, lab trials had to be done to determine the sort of product wanted and a suitable production method. Once this was completed, pilot scale production was undertaken. The product was soaked at Rinehart Foods. Some product was dried in a continuous drier at Apple Valley Cider and some at a batch drier at Delaware Nation Food Products.

The OFTC made the contacts at Rinehart Foods. This led to a relationship where ICG developed a cranberry vinegar product that it now retails.

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Apple Valley Cider has been an ICG customer in the past. They have used its cranberries to make an apple-cranberry juice and continue to buy both berries and bulk juice from ICG today. Because the project was managed by the OFTC, there were formalized lines of communication and ICG received written updates. Agreements with partners about resulting information were made by the OFTC thus protecting ICG's investment.

The research led to a product that ICG has successfully sold on a small scale. It has also led to a proprietary process that can produce product on both a large and small-scale basis. Again this demonstrates that information has value.

The Power of Partnerships

Limited human resources or expertise should not be a barrier to tackling new projects. Standing still in business often means moving backward. The key is to recognize that there are often opportunities to partner with other organizations, to do research and development and to produce and market new products.

Union Gas, Six Nations of the Grand River and Six Nations Natural Gas

The Opportunity for Partnership

Prior to 1989, a geographic portion of Six Nations of the Grand River Territory was serviced by a natural gas utility (not owned by Union Gas). This plant was comprised mainly of metal pipe in very poor condition with many leaks. Because of this condition, natural gas had to be delivered at less than optimal pressure to prevent too much leakage into the atmosphere. In addition, some of the bare metal pipe was laid across the bed of the Grand River, which was a major environmental risk.

In 1989, Six Nations Council through its Economic Development Department began the process of developing its own natural gas system, Six Nations Natural Gas, to service areas not covered by the original distributor. It also hooked up to the distributor and provided an additional supply for it. The building of this new system was accomplished by Six Nations and assisted by a branch of the Federal Government.

Because Six Nations of the Grand River Territory is basically a rural area the normal economic benchmarks required by the shareholders of publicly traded utilities could not be achieved by Six Nations Natural Gas. Each year, the Gas Company carried out a planned expansion of its distribution system in a manner that was sustainable to the company and the community. This increased the geographic reach of its gas plant as well as added customers to its system annually.

In 1994, Six Nations Council bought the original system and merged it into Six Nations Natural Gas. The Gas Company began the process of integrating and upgrading the old gas main system in a planned, efficient manner. While the integration of the original company went quickly and without too much difficulty, the physical upgrading of the gas plant took several years. Those sections of pipe believed to be in the worst condition received immediate attention for renewal.

During all of this, an opportunity for a partnership developed in 1995. Union Gas had the need to construct and bury a high-pressure gas pipeline on land that was in dispute between Six

Nations of the Grand River Territory and the federal government.

Negotiations

Up to 1995 there was no formal relationship between Union Gas and the Six Nations Council. Union Gas's relationship with Six Nations Natural Gas was purely commercial in nature. Union Gas initially transported and sold gas to Six Nations, delivering it to the city gate. This relationship eventually evolved into one of transporting and balancing gas supply only when Six Nations, Natural Gas began sourcing its own natural gas supply out of Alberta.

Union Gas recognized that it needed Six Nations Council support for their pipeline project and negotiations were initiated between the two parties. Six Nations saw these negotiations as an opportunity to present a set of requests to Union Gas, some of which were agreed to and some of which were not. Several points were a direct benefit to Six Nations Natural Gas.

As a result of the negotiations, an agreement was reached between Union Gas and Six Nations Natural Gas.

The Partnership Experience

The partnership between Union Gas and Six Nations Natural Gas provided a number of benefits to Six Nations Natural Gas. Union Gas provided a planning engineer to work with Six Nations Natural Gas to do a network analysis of its distribution system, which has since been updated once.

Other assistance by Union Gas was the provision of upgraded training for Six Nations Natural Gas employees at Union's Chatham, Ontario based education centre. This included gas pipe fitter, customer service training and pipeline inspector's training. Union's branch office in Brantford, Ontario provides ongoing assistance when required.

The relationship between Union Gas and Six Nations Natural Gas has generated many positive results for both partners. Both benefit from being able to successfully pursue their respective business ventures.

Union Gas benefits from the partnership because a new market has opened up for it. It benefits from higher revenues as Six Nations Natural Gas distributes and sells more natural gas. As well, Six Nations Natural Gas is now a transporter of natural gas for new Union Gas customers who cannot get natural gas service through Union's own distribution system.

In 1991, Six Nations Natural Gas was the first natural gas utility owned and built by a First Nation community in Canada. In that year, it distributed and sold 250,000 cubic metres of natural gas. In the 2001 fiscal year, Six Nations Natural Gas distributed and sold over 4.5 million cubic metres of natural gas. It invoiced its first ten customers in January 1991 on a 12-kilometre gas main system. Today, over 1,700 residential, commercial and institutional customers as well as two business parks are serviced by a gas plant that stretches over 180 kilometres in length. Natural gas is now provided to the neighbouring Mississaugas of New Credit First Nation by Six Nations Natural Gas, providing that First Nation with a more environmentally sustainable source of energy.

As with any partnership, there are always areas that need further discussion or clarification. This is an ongoing opportunity for all three partners who remain committed to open communications to enhance their business opportunities.

"The collaboration of Six Nations Natural Gas and Union Gas has been beneficial to all parties. It has allowed a very small, local company to tap into the resources of a much larger firm. It is one example of how a supplier/customer relationship should and can work as each side benefits and learns from the other. Certainly, the management and employees of Six Nations Natural Gas have been able to expand their knowledge base to many areas of business including marketing, customer support and relations, commodity buying and contracts and the regulatory process."

Nick Petruzzella, General Manager and President, Six Nations Natural Gas

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Nick Petruzzella, General Manager and President, Six Nations Natural Gas

As a result of the relationship developed with Six Nations and an overall corporate goal to develop and enhance relationships with all First Nation communities in Ontario, Union Gas developed and put in place an Aboriginal Business Development Program in 1999. Since the inception of this program, Union Gas has undertaken a number of initiatives to assist both Six Nations and other First Nation communities of Ontario. Some of these initiatives are:

- Computers were donated to five Six Nation schools as part of an overall plan that saw 125 computers donated to 43 First Nation communities;
- Union Gas provided 35, three and one-half hour Aboriginal Awareness Training sessions to over 450 Union Gas employees using an Ontario-based Aboriginal trainer;
- Union Gas introduced a "*Procurement Strategy To Increase Aboriginal Business*" program; and
- To fairly compensate First Nation communities for distribution and/or transmission assets on their land (this does not apply to the Six Nations Natural Gas owned distribution piping), Union Gas put in place (with the assistance of the Indian Taxation Advisory Board and a number of community meetings) a voluntary *Payment-In-Lieu of Taxes* (P.I.L.T.)program. Every First Nation community with Union Gas assets on their land receives an annual P.I.L.T. payment based on what the local First Nations' neighbouring municipality also receives from the company.

To maintain and further develop its relationship with Six Nations and other First Nations in Ontario, Union Gas financially supports and participates in a number of Aboriginal economic development conferences and Aboriginal business award dinners. Union Gas's Manager of Aboriginal Business Development also sits as a volunteer director and committee member on a number of Aboriginal-focused economic development boards.

"The collaborative partnership between Union Gas and Six Nations has proven to be a valuable and rewarding experience for both of us. It should be noted that this partnership is not a unique achievement. Our commitment to working with Aboriginal communities flows from a larger Westcoast Energy vision, in which we measure our growth and success not only in economic terms but by our environmental record and our contribution to the communities we work in. Our partnership with Six Nations illustrates this commitment in action."

Jane Peverett, President and CEO, Union Gas Limited

Polar Bear Park Expeditions

The pristine wilderness, the abundance of water fowl and the unique mammals like polar bears and beluga whales make Hudson Bay a dream for naturalists, wildlife and outdoor enthusiasts. The challenge has been how to attract people from around the world to Ontario's far north.

Sam Hunter, the founder of Hudson Bay Polar Bear Park Expeditions, has formed a partnership with Peter Elmhirst and Anne Marshall, co-owners of Free Spirit Air Adventures, to provide a tour package to the Polar Bear Provincial Park in Northern Ontario.

Through this partnership, tourists (mostly from Europe) are flown in, four at a time, in July and August from southern Ontario to see the bears and whales and wolves of Hudson Bay for a five-day round trip.

The product is not simply a polar bear tour but provides an opportunity for tourists to learn something of the culture, history and lifestyle of the Cree people in the area.

The Partners

Sam Hunter has run a fishing and hunting camp for a number of years. In 1995 he recognized the potential of eco-tourism in the area. He started Hudson Bay Polar Bear Park Expeditions as an Aboriginal-owned and operated eco-tourism business that directs its profits back to the community to build a healthy local economy. He built four conical "wooden tepees" on the grounds of his house to accommodate visitors.

Peter Elmhirst and Anne Marshall run Free Spirit Air Adventures and are partners in the Elmhirst Resort, a year-round vacation and conference property on Rice Lake in Southern Ontario. Their products have been marketed internationally, in the United States and Europe for about 20 years, during which time they have developed a good reputation for consistent delivery of adventure products. They brought these assets to the partnership with Sam Hunter, which gave Polar Bear Park Expeditions early credibility with tour operators and individual visitors who were looking for new experiences.

Forging the Partnership

The partnership has its origins in a phone call to the Elmhirst Resort from a customer in Italy who wanted to go to Churchill, Manitoba to see polar bears. It turned out there were no polar bears in Churchill in August - they go to Ontario. Anne Marshall describes the "eureka" moment as they flew along the Ontario shoreline of Hudson Bay:

> "We flew over James Bay on our way to Churchill, looked below us and said, "Look, there are polar bears. And there are beluga whales. What are we doing?! What are we going to Churchill for? We've got them right here."

Peter Elmhirst immediately began looking for a partner to develop a new tourism product to take advantage of the potential. He spent considerable time visiting the Hudson Bay area and, through mutual contacts in the Northern Ontario Native Tourism Association (NONTA), was put in touch with Sam Hunter, who was running a fishing and hunting camp, and had recognized the potential of the eco-tourism market.

The agreement to develop the partnership happened very quickly. Sam liked the fact that Peter was not only business-like but had a real love for the outdoors. The men realized that the partnership would benefit them both, and were prepared to share the risks and the possibility of losing money initially.

The first priority was to develop a complete tourism program. A number of challenges had to be addressed, including the logistics of establishing a camp in the tundra, installing a solar-powered security fence, addressing environmental issues, and modifying the airplane to land on the tundra.

The partners were able to bring in the first set of tourists in July 1998.

The first trip demonstrated the opportunity and the interest that existed in the marketplace. It also pointed out some of the problems that would have to be dealt with. From the first tour experience the partners started refining the product and recognized that safety was a huge issue. Travellers needed to be made aware of

the realities that they would be hundreds of kilometres from hotels, restaurants, and other aspects of tourism infrastructure that they are usually accustomed to. The issue of insurance and liability also had to be dealt with. The investments in making things safe is significant and costs involved take time to recover.

The program benefitted from early and favourable media attention. Ontario tourism officials helped sponsor two travel journalists on one of the early tours. This led to positive stories in Germany and France, which still attract tourists to the tour.

> "The Europeans are the ones who most enjoy the (traditional Swampy Cree) stories - the cultural part of the experience. Americans mostly want to see sights and take pictures, but the Europeans, Germans especially, want to know what the world was like before it became so civilized."
>
> Sam Hunter - Polar Bear Park Expeditions

The Nature of the Partnership

There is no formal legal agreement between the partners. Peter Elmhirst is a "handshake person". Sam Hunter initially thought that a legal contract would be needed but is now comfortable with a more informal relationship based on a clear understanding of their respective roles and responsibilities and how the revenues will be split.

The core to the success of the partnership is that the partners have established a working relationship based on trust and mutual respect. They also complement each other's strengths: Sam enjoys catering to the needs of the customers; Peter complements this with a strong business orientation and love of the wilderness and flying. They have developed a unique understanding of each other's role and responsibilities in the partnership. For example:

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- Anne Marshall markets, makes the bookings and looks after the tour arrangements;
- Peter Elmhirst flies the tourists to Peawanuck and accompanies them throughout their stay ensuring safe carriage and marrying western ways with Cree life style; and
- Sam Hunter provides the accommodation and acts as the tour guide.

They also take great care with the coordination of logistics and activities, through planning, early warning of changes and confirmation of arrangements.

The partnership is now in its fourth year. It is now more than a business relationship and has become a firm friendship.

Although the core partnership exists between Sam Hunter and Peter Elmhirst and Anne Marshall, other partnerships extend beyond them.

"Eco-tourism makes people more aware of the need to conserve nature and preserve what I see as my birthright and that of my children. So if our safaris also generate a livelihood for our people, then it's win-win for everyone."

Sam Hunter - Polar Bear Park Expeditions

Mutual Benefits

- For Sam Hunter, the partnership has been crucial to bringing in the type of visitors who can afford the high costs of holidaying in remote Northern Ontario. It now provides a solid stream of revenues that keep the business healthy and anchors other growth possibilities. The partnership provides a foundation from which he can expand operations to other eco-tourism opportunities involving "no trace camping", such as fishing, canoeing and bird watching.

- For Peter Elmhirst and Anne Marshall, the polar bear tours complement their business at the Elmhirst Resort and open up the potential to use the experience to develop other eco-tourism products.

The tour package generates a significant benefit for the community of Peawanuck. Sam's business employs 19 people from June to November, which is significant in a small community of fewer than 300 people. Other tourism operations are also being established as the tourists provide a market for local handicrafts. In addition, the process of developing new tourism options and destinations in the area provides a basis for rebuilding traditional culture.

Success Factors:

The partnership is based on trust and delivery of the product every time
Matching skills and working to a common goal is important
Reconfirming arrangements done by one partner
Regular feedback is important
Having contingency plans available

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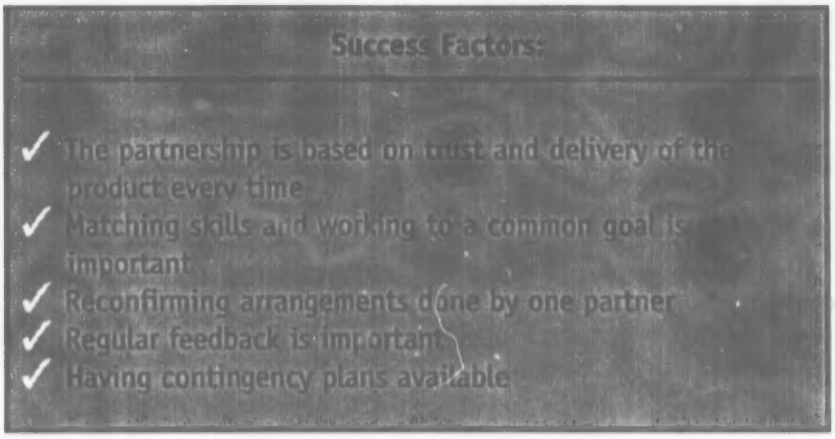
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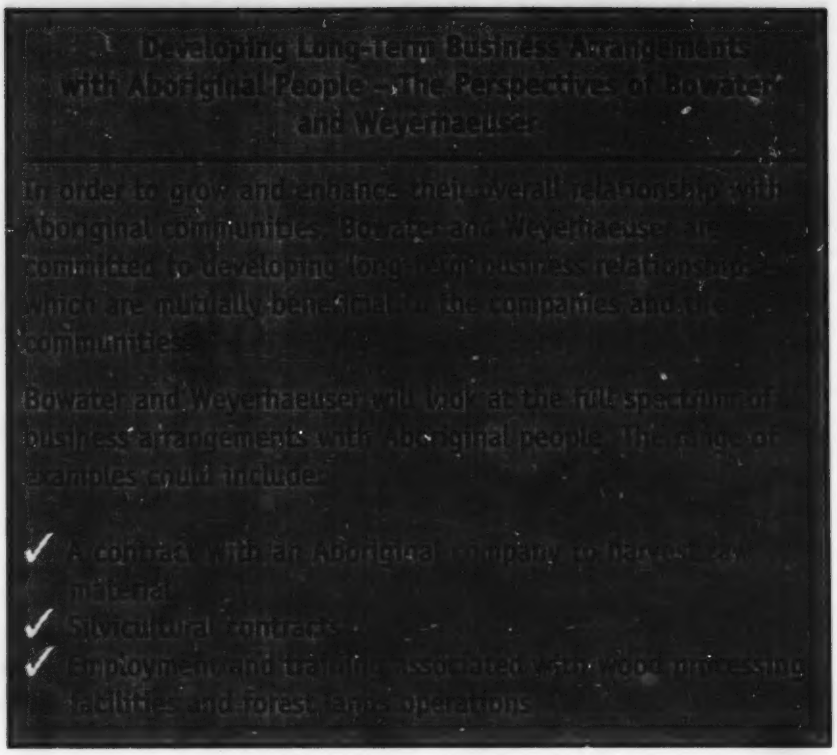
Wabigoon Lake Ojibway Nation; Bowater Forest Products, Thunder Bay Woodlands Operations; and Weyerhaeuser Canada

Bowater Forest Products, Thunder Bay Woodlands Operations-Weyerhaeuser Canada and Wabigoon Lake Ojibway Nation have developed a number of partnership arrangements. These partnerships build on long-standing relationships and initiatives that were underway with Avenor Woodlands Northwest before it was acquired by Bowater.

Partnership Relationships

Key initiatives between Bowater Forest Products, Thunder Bay Woodlands Operations-Weyerhaeuser Canada and Wabigoon Lake Ojibway Nation include:

- Bowater and Weyerhaeuser have signed individual Letters of Intent with the First Nation. These letters set out the partners' principles and values with respect to economic cooperation and business opportunities. These Letters of Intent also identify economic opportunities and benefits which may be available to Wabigoon Lake Ojibway Nation;
- Bowater and Weyerhaeuser have annual wood contracts with Noopimiing Anokeewin Inc.;
- Bowater and Weyerhaeuser have annual contracts with Wabigoon Anishnaabe Gitegwin Corporation to provide seedlings for their respective forest renewal programs; and
- Weyerhaeuser has an annual contract with Wabigoon Anishnaabe Gitegwin Corporation to space regenerating stands.



The Tree Nursery

These contracts provide business and employment opportunities for Band members. Bowater and Weyerhaeuser benefit from the fibre supply, seedlings and silviculture work provided by local Aboriginal people and businesses.

The idea of a tree nursery first emerged in discussions between Avenor Woodlands Northwest (which was acquired by Bowater in 1998) and Paawidigong, the Dryden Tribal Area organization of Treaty #3. The two organizations were working together to identify meaningful economic opportunities for First Nations in the region.

The tree nursery is owned by Wabigoon Lake Ojibway Nation and was developed with technical, legal and business advice from Bowater. Weyerhaeuser and Bowater have both signed contracts to purchase the crop.

The tree nursery provides employment to eight full-time and 30-40 seasonal workers.

Developing Long-Term Business Arrangements with Aboriginal People – The Perspectives of Bowater and Weyerhaeuser

In order to grow and enhance their overall relationship with Aboriginal communities, Bowater and Weyerhaeuser are committed to developing long-term business relationships which are mutually beneficial to the companies and the communities.

Bowater and Weyerhaeuser will look at the full spectrum of business arrangements with Aboriginal people. The range of examples could include:

- A contract with an Aboriginal company to harvest raw material
- Silvicultural contracts
- Employment and training associated with wood processing facilities and forest lands operations

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The tree nursery provides employment to eight full-time and 30-40 seasonal workers.

Construction of the tree nursery facility was funded by Wabigoon Lake Ojibway Nation, the Royal Bank, the Department of Indian Affairs and Northern Development (DIAND) and Human Resources Development Canada (HRDC). The nursery has the capacity to provide an annual crop of 5.7 million seedlings. The large greenhouse has been built to allow for future expansion.

The partnership benefits Wabigoon Lake Ojibway Nation by providing business and employment opportunities to Band members. Bowater and Weyerhaeuser benefit from the seedlings for their forestry renewal program.

"We are looking forward to the sense of security that this facility will provide for our community as well as opening new doors to new partnerships and economic opportunities in the Dryden area."

Chief Ruben Cantin, Wabigoon Lake Ojibway Nation

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>
> **Chief Ruben Cantin, Wabigoon Lake Ojibway Nation**

Miziwe Biik and the Toronto Constuction Trades Council

At the initiative of Miziwe Biik, a partnership has been established with the Toronto Central Ontario Building & Construction Trades Council. The goal of the partnership is to facilitate the entry of Aboriginal workers into the various unions that comprise the membership of the Council. Prospective workers will be guided into pre-apprenticeship and apprenticeship training and eventually proceed to journeyperson certification.

Miziwe Biik views this initial partnership as part of a larger strategy to achieve recognition amongst the building and construction trades and among major contractors that Aboriginal people should be a major contributor to the construction workforce in the Greater Toronto Area (GTA).

The Partners

Miziwe Biik Aboriginal Employment and Training is a community-based organization that assists Aboriginal people in the GTA obtain access to training programs and employment services, often through partnerships within the Aboriginal community and the non-Aboriginal community.

The Toronto Central Ontario Building & Construction Trades Council represents more than 45,000 skilled trades men and women in the greater Toronto area. It co-ordinates the efforts of the 30 affiliated local unions to ensure that all workers in the construction industry receive fair wages and benefits. The Council acts as the voice for construction workers in dealings with employers and contractors in the construction industry. The Council's member local unions have developed an extensive apprenticeship and training system that provides the GTA with the most productive construction workforce.

The local labour unions represent workers in the following trades: boilermakers, bricklayers and stonemasons, carpenters, drywall installers, insulators, sprinkler fitters, floor layers, refrigeration workers, tile and marble workers, electricians, glaziers, construction equipment operators, millwrights, operating engineers, plumbers, roofers, painters, ironworkers and elevator constructors.

The Opportunity

As a result of a meeting with a consulting firm that had strong ties to Ontario's labour unions, Miziwe Biik became aware that the construction trades unions were interested in attracting new workers into the construction trades.

Following a series of meetings with the business manager of the Trades Council, Miziwe Biik approached the Toronto Construction Trades Council in 2000 with a formal proposal to develop a partnership that would result in the increased participation of Aboriginal people in the construction trades in the GTA.

The Trades Council was receptive to the concept. The time was right:

- A strong construction market in the GTA had created strong demand for skilled journeymen in many trades;
- The workforce in many construction trades unions is aging, opening opportunities for new entrants;
- Employment equity initiatives in the 1980s had begun the process of opening the construction unions to women and visible minorities; and
- The construction of Casino Rama had created opportunities for Aboriginal construction workers and encouraged union leaders to see the benefits of opening opportunities for Aboriginal members.

All these factors paved the way for Trades Council support for a partnership with Miziwe Biik.

Partnership Initiatives

With funding from Miziwe Biik, an Aboriginal Employment Development Coordinator has been appointed to facilitate the entry of young Aboriginal people into the building and construction trades industry in the GTA. The Trades Council contributes directly to this partnership initiative by providing workspace, supervision and management of the Coordinator and office equipment.

The Coordinator works within the offices of the Trades Council and provides a direct link with the 30 local unions that comprise membership of the Trades Council. The Coordinator recruits

potential workers and works with the local unions to assess each worker's experience, skill sets and aptitude to direct the potential worker into a matching trade. Training plans are being established with some of the 19 labour training centres which will help Aboriginal people into pre-apprenticeships, apprenticeships and/or journeyman tracks.

This initiative is designed to help young Aboriginal workers gain entrance to pursue a career in the labour trades, to achieve their entry into the construction unions in the GTA, and ensure their advancement into journeyman status. It involves:

- Establishing a pool of Aboriginal trainees for assessment into pre-apprenticeship, apprenticeship and journeyman vocations. This is done by advertising in trade newspapers, local newspapers, Aboriginal papers, posters, special notices to areas of Aboriginal household concentration, schools, laundromats, etc.;
- In conjunction with local trade unions, assessing the qualifications, experience, education and aptitude of prospective workers for streaming into pre-apprenticeship, apprenticeship and journeyperson vocations;
- Developing and implementing relevant entry-level and job upgrading training programs in concert with local unions; and
- Assigning prospective workers into specific trades and training.

Results

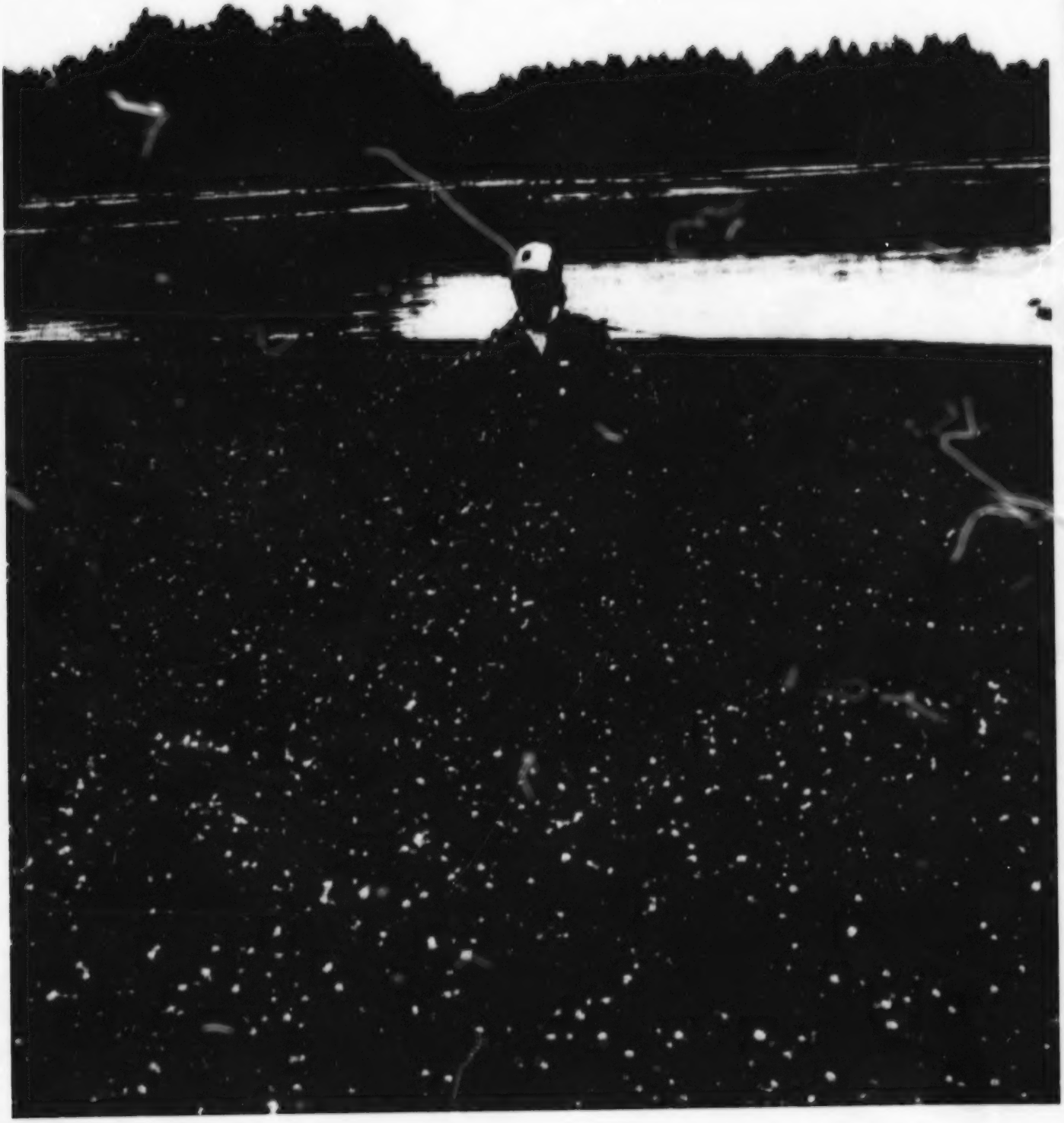
The partnership has already led to a number of significant outcomes:

- Aboriginal individuals are being placed into existing pre-apprenticeship courses, such as the Marble Tile Setters;
- A special pre-apprenticeship course was developed with the Carpenters Union to provide training for Aboriginal people for 12 weeks, after which they will be guaranteed apprenticeship positions with the union;

- Some Aboriginal people who already have the necessary background skills and experience are being placed directly into apprenticeship positions with a number of unions, including sheet metal workers, painters, plumbers, electricians, drywallers and refrigeration workers; and
- Other Aboriginal individuals who have almost attained the qualifications for their journeyman papers are receiving trades upgrading.

Next Steps

Miziwe Biik and the Trades Council have agreed to work together on a steering committee to develop a 10-year strategy designed to widen the participation of Aboriginal people in the construction industry in the GTA - including encouraging the formation of Aboriginal-owned construction companies. Other partners on the Steering Committee include construction contractors, Centennial College, the Ontario Construction Secretariat, other Aboriginal entities and the Ontario Federation of Labour.



Resources

There is a wide range of resources that can help both Aboriginal people and the corporate sector in their efforts to forge partnerships. This section contains contact lists, information on relevant government programs, resource materials as well as Web sites where further information and guidance can be obtained.
NOTE: The information set out in this section is accurate at the time of printing.

Overview

1. Partnership Development Advisors

The Ontario government has funded 14 Partnership Development Advisors around the province. They work through 14 Aboriginal host organizations to promote partnerships at the community and regional level.

2. Aboriginal Organizations

There are many Aboriginal organizations in Ontario that can be contacted for information, guidance, networking and assistance. These include Provincial Territorial Organizations, Aboriginal financial corporations, Aboriginal business and economic development organizations and Tribal Councils.

3. Business Associations

Business associations provide sources of information and provide excellent opportunities for networking. A list of the major general and sectoral business associations that are active in Ontario is provided. Some of the associations have regional or local chapters around the province.

4. Government Initiatives

The Government of Ontario and the Government of Canada have a number of initiatives geared to promoting Aboriginal economic development through partnership. Descriptions and contacts for both the Ontario Working Partnerships Program, as well as federal partnership initiatives available through the Department of Indian Affairs and Northern Development (DIAND) are provided.

5. Sources of Additional Information

This section sets out resource materials and Web sites where further information and guidance can be obtained, including information on partnerships, Aboriginal people and businesses, business information, Aboriginal taxation, etc. Most Web sites have links to other valuable sources of information.

1. Ontario Partnership Development Advisors

Through funding from the Ontario government, a total of 14 Partnership Development Advisors (PDAs) have been hired by Aboriginal economic development organizations and others across the province. The PDAs work at the community and regional level to promote partnerships and develop opportunities for economic growth and job creation for Aboriginal businesses and communities. The PDAs can be reached through the following host organizations.

Indian Agricultural Program of Ontario
220 North Street
P.O. Box 100
Stirling, Ontario K0K 3E0
Tel: (613) 395-5505
Fax: (613) 395-5510
www.indianag.on.ca

Matawa First Nations: Chiefs' Council
233 South Court Street, 2nd Floor
Thunder Bay, Ontario P7B 2X9
Tel: (807) 344-4575
Fax: (807) 344-2977
www.matawa.on.ca/fneconomic.htm

Miziwe Biik Aboriginal Employment and Training
415 Yonge Street, Suite 1100
Toronto, Ontario M5B 2E7
Tel: (416) 591-2310
Fax: (416) 591-3602
www.miziwebiik.com

Nishnawbe-Aski Development Fund
P.O. Box 20119
Green Acres P.O.
Thunder Bay, Ontario P7E 6P2
Tel: (807) 623-5397
Fax: (807) 622-8271
www.nadf.org

Northern Ontario Native Tourism Association (NONTA)
Site 7, Comp. #154
R.R. #4, Mission Road
Thunder Bay, Ontario P7C 4Z2
Tel: (807) 623-0497
Fax: (807) 623-0498
www.nonta.net

Ohwistha Capital Corporation
P.O. Box 1394
Cornwall (Island), Ontario K6H 5V4
Tel: (613) 933-6500
Fax: (613) 933-7808
www.ohwistha.ca

OMAA Development Corporation
452 Albert Street East, 2nd Floor
Sault Ste. Marie, Ontario P6A 2J8
Tel: (705) 949-8220
Fax: (705) 946-1161
www.omaa.org

Ontario Federation of Indian Friendship Centres
290 Shuter Street
Toronto, Ontario M5A 1W7
Tel: (416) 956-7575
Fax: (416) 956-7577
www.ofifc.org

Ontario Native Women's Association
977 Alloy Drive, Unit #7
Thunder Bay, Ontario P7B 5Z8
Tel: (807) 623-3442
Toll Free: 1-800-667-0816
Fax: (807) 623-1104
www.onwa.org

Pwi-Di-Goo-Zing-Ne-Yaa-Zhing Tribal Council
P.O. Box 522
Fort Frances, Ontario P9A 3M8
Tel: (807) 274-8531
Fax: (807) 274-4330

Southern First Nations Secretariat
22361 Austin Line
Bothwell,Ontario N0P 1C0
Tel: (519) 692-5868
Fax: (519) 692-3062
www.sfns.on.ca

Two Rivers Community Development Centre
P.O. Box 225
Ohsweken,Ontario N0A 1M0
Tel: (519) 445-4567
Fax: (519) 445 2154

Wakenagun Community Futures Development Corporation
P.O. Box 369
Moosonee, Ontario P0L 1Y0
Tel: (705) 336-0368
Fax: (705) 336-0370
www.wakenagun.ca/overview.htm

Waubetek Business Development Corporation
General Delivery
Birch Island, Ontario P0P 1A0
Tel: (705) 285-4275
Fax: (705) 285-4584
www.waubetek.com/

2. Aboriginal Organizations

There are a large number and variety of Aboriginal organizations in Ontario that can be contacted for information,guidance, networking and assistance. These include Provincial Territorial Organizations, Aboriginal financial corporations, Aboriginal business organizations and Tribal Councils.

Provincial / Territorial Organizations

Anishinabek Nation
Nipissing First Nation
P.O. Box 711
North Bay, Ontario P1B 8J8
Tel: (705) 497-9127
Toll Free: 1-877-702-5200
Fax: (705) 497-9135
www.anishinabek.ca/uoi/

Association of Iroquois and Allied Indians
387 Princess Avenue
London, Ontario N6B 2A7
Tel: (519) 434-2761
Fax: (519) 679-1653

Chiefs of Ontario
188 Mohawk Street
Brantford,Ontario N3S 2X2
Tel: (519) 750-1016
Fax: (519) 750-1316
www.chiefs-of-ontario.org

Grand Council Treaty #3
P.O. Box 1720
Kenora,Ontario P9N 3X7
Tel: (807) 548-4214
Fax: (807) 548-5041

Métis Nation of Ontario
415 Yonge Street, Suite 801
Toronto, Ontario M5B 2E7
Tel: (416) 977-9881
Toll Free: 1-888-466-6684
Fax: (416) 977-9911
www.metisnation.org

Nishnawbe-Aski Nation
R.R. #4, Site 7, Comp. #168
Thunder Bay, Ontario P7C 4Z2
Tel: (807) 623-8228
Fax: (807) 623-7730
www.nan.on.ca

Ontario Federation of Indian Friendship Centres
290 Shuter Street
Toronto, Ontario M5A 1W7
Tel: (416) 956-7575
Fax: (416) 956-7577
www.ofifc.org

Ontario Métis Aboriginal Association
452 Albert Street East, 2nd floor
Sault Ste. Marie, Ontario P6A 2J8
Tel: (705) 946-5900
Toll Free: 1-800-423-3361
Fax: (705) 946-1161
www.omaa.org

Ontario Native Women's Association
977 Alloy Drive, Unit #7
Thunder Bay, Ontario P7B 5Z8
Tel: (807) 623-3442
Toll Free: 1-800-667-0816
Fax: (807) 623-1104
www.onwa.org

Tungasuvvingat Inuit
604 Laurier Avenue West
Ottawa,Ontario K1R 6L1
Tel: (613) 563-3546
Fax: (613) 230-8925
e-mail: staffit@tungasuvvingat-inuit.ca

Aboriginal Financial Institutions

Aboriginal Capital Corporations (ACCs) and Community Futures Development Corporations can provide information on Aboriginal business developments and Aboriginal business contacts in their region. ACCs provide loans and business services for Aboriginal businesses.

Indian Agricultural Program of Ontario
220 North Street
P.O. Box 100
Stirling, Ontario K0K 3E0
Tel: (613) 395-5505
Fax: (613) 395-5510
www.indianag.on.ca

Nishnawbe-Aski Development Fund
P.O. Box 20119
Green Acres P.O
Thunder Bay, Ontario P7E 6P2.
Tel: (807) 623-5397
Fax: (807) 622-8271
www.nadf.org

Ohwistha Capital Corporation
P.O. Box 1394
Cornwall (Island), Ontario K6H 5V4
Tel: (613) 933-6500
Fax: (613) 933-7808
www.ohwistha.ca

OMAA Development Corporation
452 Albert Street East, 2nd Floor
Sault Ste. Marie, Ontario P6A 2J8
Tel: (705) 949-8220
Fax: (705) 946-1161
www.omaa.org

Tecumseh Development Corporation
311 Jubilee Road
R.R. #1
Muncey, Ontario N0L 1Y0
Tel: (519) 289-2122
Fax: (519) 289-5550

Two Rivers Community Development Centre
P.O. Box 225
Ohsweken, Ontario N0A 1M0
Tel: (519) 445-4567
Fax: (519) 445-2154

Wakenagun Community Futures Development Corporation
P.O. Box 369
Moosonee, Ontario P0L 1Y0
Tel: (705) 336-0368
Fax: (705) 336-0370
www.wakenagun.ca

Waubetek Business Development Corporation
General Delivery
Birch Island, Ontario P0P 1A0
Tel: (705) 285-4275
Fax: (705) 285-4584
www.waubetek.com

Aboriginal Business and Economic Development Organizations

Aboriginal business associations and economic development organizations are sources of information and advice and provide opportunities for networking.

Canadian Council for Aboriginal Business
204A St.George Street
Coach House, Main Floor
Toronto, Ontario M5R 2N5
Tel: (416) 961-8663
Fax: (416) 961-3995
www.ccab-canada.com

CESO Aboriginal Services - Ontario and Nunavut Region
700 Bay Street
Suite 700, Box 328
Toronto, Ontario M5G 1Z6
Tel: (416) 961-2376
Fax: (416) 961-3987
email: ontario@ceso-saco.com
www.ceso-saco.com

Council for the Advancement of Native Development Officers (CANDO)
Suite 200
10404 - 66 Avenue
Edmonton, Alberta T6H 5R6
Tel: (780) 990-0303
Fax: (780) 429-7487
email: cando@edo.ca
www.edo.ca

National Aboriginal Forestry Association
875 Bank Street
Ottawa, Ontario K1S 3W4
Tel: (613) 233-5563
Fax: (613) 233-4329
email: nafa@web.ca
www.nafaforestry.org

Northern Ontario Native Tourism Association (NONTA)
Site 7, Comp. 154
RR #4, Mission Road
Thunder Bay, Ontario P7C 4Z2
Tel: (807) 623-0497
Fax: (807) 623-0498
email: nonta@norlink.net
www.nonta.net

Ontario Native Business Parks Association
1525 Old Garden River Road
Sault Ste. Marie, Ontario P6A 6J8
Tel: (705) 256-1016
Fax: (705) 256-1375
email: badams-onbpa@sympatico.ca
www.onbpa.com

Thunder Bay Native Business Association
c/o Mizhinawae Economic Development Corporation
115 North May Street
Thunder Bay, Ontario P7C 3N8
Tel: (807) 622-1144

Aboriginal Economic Renewal Initiative
120 Eglinton Ave., East
Suite 1100
Toronto, Ontario M4P 1E2
Tel: (416) 322-2890
Fax: (416) 322-2891
www.economicrenewal.on.ca

Tribal Councils

Anishinaabeg Kabapikotawangag Resource
Highway 71
P.O. Box 237
Sioux Narrows, Ontario P0X 1N0
Tel: (807) 226-4445
Fax: (807) 226-4459

Bimose Tribal Council
598 Lakeview Drive
Kenora, Ontario P9N 3P7
Tel: (807) 468-5551
Fax: (807) 468-3908

Independent First Nation Alliance
P.O. Box 5010
Sioux Lookout, Ontario P8T 1K6
Tel: (807) 737-1902
Fax: (807) 737-3501

Keewaytinook Okimakanak Tribal Council
P.O. Box 340
Balmerton, Ontario P0V 4C0
Tel: (807) 735-1381
Toll Free: 1-800-387-3740
Fax: (807) 735-1383
www.knet.on.ca

Matawa First Nations: Chiefs' Council
233 South Court Street, 2nd Floor
Thunder Bay, Ontario P7B 2X9
Tel: (807) 344-4575
Fax: (807) 344-2977

Mushkegowuk Tribal Council
P.O. Box 370
Moose Factory, Ontario P0L 1W0
Tel: (705) 658-4222
Fax: (705) 658-4250

North Shore Tribal Council
1 Industrial Park Road East
Lakewood Place, P.O. Box 2049
Blind River, Ontario P0R 1B0
Tel: (705) 356-1691
Fax: (705) 356-1090

Ogemawahj Tribal Council
Rama Road
P.O. Box 46
Rama, Ontario L0K 1T0
Tel: (705) 329-2511
Fax: (705) 329-2509

Pwi-Di-Goo-Zing-Ne-Yaa-Zhing Tribal Council
P.O. Box 522
Fort Frances, Ontario P9A 3M8
Tel: (807) 274-8531
Fax: (807) 274-4330

Shibogama First Nations Council
P.O. Box 449
Sioux Lookout, Ontario P8T 1A5
Tel: (807) 737-2662
Fax: (807) 737-4226/1583
www.shibogama.on.ca

Southern First Nations Secretariat
22361 Austin Line
Bothwell, Ontario N0P 1C0
Tel: (519) 692-5868
Fax: (519) 692-3062
www.sfns.on.ca

United Anishinaabeg Councils
Curve Lake First Nation
General Delivery
Curve Lake,Ontario K0L 1R0
Tel: (705) 657-8045
Fax: (705) 657-8708

United Chiefs & Councils of Manitoulin Island
P.O. Box 275
M'Chigeeng, Ontario P0P 1G0
Tel: (705) 377-5307
Fax: (705) 377-5309
http://uccm.on.ca

Waabnoong Bemjiwang Assoc. of First Nations
General Delivery
Pickerel, Ontario P0G 1J0
Tel: (705) 857-0442
Fax: (705) 857-0447

Wabun Tribal Council
313 Railway Street
Timmins, Ontario P4N 2P4
Tel: (705) 268-9066
Fax: (705) 268-8554
www.wabun.on.ca

Windigo First Nations Council
Highway Junction 462 & 560
P.O. Box 299
Sioux Lookout, Ontario P8T 1A3
Tel: (807) 737-1585
Fax: (807) 737-3133
www.windigo.on.ca

3. Business Associations

Business associations provide sources of information and opportunities for networking.

General Associations

Alliance of Manufacturers & Exporters - Ontario Division
5995 Avebury Road, Suite 900
Mississauga, Ontario L5R 3P9
Tel: (905) 568-8300
Fax: (905) 568-8330
www.the-alliance.com

Canadian Federation of Independent Business - Ontario
4141 Yonge Street, Suite 401
Willowdale, Ontario M2P 2A6
Tel: (416) 222-8022
Fax: (416) 222-4337
email: msont@cfibmail.com
www.cfib.ca

Ontario Chamber of Commerce
2345 Yonge Street, Suite 808
Toronto, Ontario M4P 2E5
Tel: (416) 482-5222
Fax: (416) 482-5879
e-mail: info@occ.ca
www.occ.on.ca

Sectoral Associations

Canadian Environmental Industries Association - Ontario
2175 Sheppard Avenue East, Suite 310
Toronto, Ontario M2J 1W8
Tel: (416) 531-7884
Fax: (416) 491-1670
e-mail: info@ceia.on.ca
www.ceia.on.ca

Canadian Manufacturers of Chemical Specialties Association
56 Sparks Street, Suite 500
Ottawa, Ontario K1P 5A9
Tel: (613) 232-6616
Fax: (613) 233-6350
e-mail: oneilln@cmcs.org
www.cmcs.org

Canadian Plastics Indust ry Association - Ontario Region
5925 Airport Road, Suite 500
Mississauga, Ontario L4V 1W1
Tel: (905) 678-7748
Fax: (905) 678-0774
www.cpia.ca

Independent Power Producers Society of Ontario
P.O. Box 1084, Station F
Toronto, Ontario M4Y 2T7
Tel: (416) 322-6549
Fax: (416) 481-5785
e-mail: ippso@ippso.org
www.newenergy.org

Municipal Electric Association
20 Eglinton Avenue W., Suite 500
P.O. Box 2004
Toronto, Ontario M4R 1K8
Tel: (416) 483-7739
Fax: (416) 483-9039
e-mail: mea@mea.on.ca
www.mea.on.ca

Ontario Accommodation Association
347 Pido Road, Unit 2, R.R. #6
Peterborough,Ontario K9J 6X7
Tel: (705) 745-4982
Fax: (705) 745-4983
e-mail: info@ontarioaccommodation.com
www.ontarioaccommodation.com

Ontario Forest Industries Association
130 Adelaide Street West
Toronto, Ontario M5H 3P5
Tel: (416) 368-6189
Fax: (416) 368-5445
e-mail: info@ofia.com
www.ofia.com

Ontario Golf Association
P.O. Box 970
Uxbridge, Ontario L9P 1N3
Tel: (905) 852-8893
Fax: (905) 852-8893
e-mail: administration@oga.org
www.oga.org

Ontario Home Builders Association
20 Upjohn Road
North York, Ontario M3B 2V9
Tel: (416) 443-1545
Fax: (416) 443-9982
e-mail: ohba@istar.ca
www.homesontario.com

Ontario Mining Association
The Atrium on Bay
40 Dundas Street West, Suite 320
Toronto, Ontario M5G 2C2
Tel: (416) 364-9301
Fax: (416) 364-5986
e-mail: pmcbride@oma.on.ca
www.oma.on.ca

Ontario Natural Gas Association
77 Bloor Street West, Suite 1104
Toronto, Ontario M5S 1M2
Tel: (416) 961-2339
Fax: (416) 961-1173
e-mail: onga@sympatico.ca
www.onga.org

Ontario Private Campground Association
R.R. #5
Owen Sound,Ontario N4K 5N7
Tel: (519) 371-3393
Fax: (519) 371-0080
e-mail: admin@campgrounds.org
www.campgrounds.org

Ontario Trucking Association
555 Dixon Road
Toronto, Ontario M9W 1H8
Tel: (416) 249-7401
Fax: (416) 245-6152
e-mail: info@ontruck.org
www.ontruck.org

Ontario Waste Management Association
2005 Clark Boulevard, Unit 3
Brampton,Ontario L6T 5P8
Tel: (905) 791-9500
Fax: (905) 791-9514
e-mail: contact@owma.org
www.owma.org

4. Government Initiatives

The Government of Ontario and the Government of Canada both have a number of initiatives geared to promoting Aboriginal economic development through partnership.

Ontario's Partnership Initiatives through the Ontario Native Affairs Secretariat (ONAS)

Aboriginal Economic Renewal Initiative

The Aboriginal Economic Renewal Initiative is a partnership among Canada,Ontario and members from the Aboriginal and non-Aboriginal business communities. The purpose is to foster the growth and development of Aboriginal businesses in Ontario through strategic partnerships and independent ventures.A Steering Committee provides direction to the Aboriginal Economic Renewal Initiative that manages the initiative.

The Aboriginal Economic Renewal Initiative Web site address is: www.economicrenewal.on.ca

Aboriginal Online Web Site

In October 1999,Ontario launched the Aboriginal economic development Web site on the World Wide Web. This easy-to-use site, called Aboriginal Business Development Online, provides Aboriginal businesses, entrepreneurs, communities and the corporate sector with information about Aboriginal economic development in Ontario.

The address is: www aboriginalbusiness.on.ca.

Ontario Aboriginal Partnerships Recognition Award and Scholarship

With assistance from the National Aboriginal Achievement Foundation,ONAS has established an annual Ontario Aboriginal Partnership Recognition Award. The Ontario Aboriginal Partnership Recognition Award is presented annually to an Aboriginal and non-Aboriginal business that have partnered successfully on a joint venture.

In addition, ONAS, in partnership with the National Aboriginal Achievement Foundation, sponsors the Partnerships Recognition Scholarship, which began in 2000. This scholarship assists Aboriginal students pursuing business-related studies in Ontario post-secondary institutions.

Partnership Development Advisors Initiative

Through funding from the ONAS, a total of 14 Partnership Development Advisors (PDAs) have been hired by Aboriginal economic development, sectoral and regional organizations across the province. The PDAs work at the community and regional level to promote partnerships and develop opportunities for economic growth and job creation for Aboriginal businesses and communities.

Partnership Development Resource Kit

The development of this Resource Kit as a tool to assist Aboriginal communities and businesses and the corporate sector to develop partnerships is also an initiative of the Working Partnerships Program.

Working Partnerships Advisory Committee

A Working Partnerships Advisory Committee, made up of business leaders from both the Aboriginal communities and the corporate sector, provides strategic advice to the government on the implementation of the Working Partnerships Program and on partnership development between Aboriginal and non-Aboriginal businesses.

Working Partnerships Program

The Working Partnership Program is the centrepiece of the Ontario government's *Building Aboriginal Economies* strategy focusing on promoting economic partnership between Aboriginal communities and the corporate sector. This program includes various initiatives designed to address a range of recognized barriers and constraints inhibiting Aboriginal economic development and foster more Aboriginal partnerships with the private sector.

Workshops and Forums

Regional workshops and forums have been organized on topics such as forestry, hydro-electric development, industrial parks, mining and tourism. They are organized through government partners, such as the Aboriginal Economic Renewal Initiative, to create the conditions for the exchange of ideas, the development of opportunities and the connections to business networks.

Contact: Ontario Native Affairs Secretariat
Manager, Business and Economic Development Unit
416-326-4740

Federal Government's Partnership Initiatives

The federal government's Department of Indian Affairs and Northern Development (DIAND) has a number of programs and services designed to promote partnerships between Aboriginal and non-Aboriginal organizations.

Aboriginal Workforce Participation Initiative (AWPI)

AWPI's mandate is to increase the participation of Aboriginal people in the labour market by enhancing awareness, capacity and partnerships between Aboriginal peoples and all sectors of the economy.

Contact: (416) 973-7938

Economic Development Opportunity Fund

The objective of this program is to provide "equity gap" funding to assist recipients to attract joint venture partners or secure conventional debt financing to take advantage of a business opportunity.

Contacts:(416) 973-8565; (807) 737-2800

Economic Partnerships Advocacy Strategy

The purpose of the Advocacy Strategy is to increase partnerships by building awareness of opportunities, challenges and best practices; supporting partnership events and processes; and proposing relevant initiatives and programs.

Contacts:(705) 522-5100; (705) 657-2259;
(807) 737-2800

First Nations Forestry Program (FNFP)

The FNFP is designed to assist First Nations to build capacity and assume control of the management of their forest resources. The program aims to help First Nations establish partnerships with provinces and industry to actively participate in forestry.

Contacts:(416) 954-3225; (807) 624-1523

Procurement Strategy for Aboriginal Business

This is designed to increase the participation of Aboriginal businesses and joint ventures in bidding for federal government contracts.

Contacts:(905) 795-5222; (705) 657-2259

Regional Partnership Fund

To secure First Nation participation in and expand economic benefits from regional infrastructure projects, tourism developments and resource developments. Partnerships must include non-federal partners with preference for private sector participation.

Contacts:(416) 973-8565; (807) 737-2800;
(416) 952-9582

Resource Access Negotiations (RAN)

RAN assists in funding negotiator processes involving access to natural resources by First Nations that wish to attract investment opportunities and strengthen business alliances.

Contacts:(416) 973-8565; (807) 737-2800

Resource Acquisition Initiative

The purpose of the Resource Acquisition Initiative is to help attract joint venture partners or secure conventional debt financing to take advantage of a business opportunity.

Contacts:(416) 973-8565; (807) 737-2800

Resource Partnerships Program

To leverage a fuller range of economic benefits from resource development projects through formal partnership processes and agreements with the private sector and federal and provincial partners.

Contacts:(705) 522-5100; (807) 624-1523;
(416) 973-8565; (807) 737-2800

5. Sources of Additional Information

Annotated Bibliography

This annotated bibliography describes relevant books and publications that can provide guidance and information related to partnerships between Aboriginal people and the corporate sector.

Aboriginal Business: Characteristics and Strategies for Growth, Donald Caldwell and Pamela Hunt, Industry Canada/Aboriginal Business Canada, Occasional Paper #20, (July 1998).

This publication seeks to deepen the understanding of privately-owned Aboriginal businesses and their prospects for success or failure. It covers:

- the entrepreneurial Aboriginal business sector;
- goals and strategies; and
- growth factors for Aboriginal businesses.

Aboriginal Entrepreneurs in Canada: Progress and Prospects, prepared by Industry Canada and Aboriginal Business Canada, Ottawa.

This report illustrates that Aboriginal business comprises a small but surprisingly dynamic segment of the Canadian economy, one that is growing quickly in size. The report covers four main areas of information:

- recent growth in Aboriginal entrepreneurship;
- key characteristics;
- improving the prospects for success; and
- looking ahead.

Aboriginal Joint Ventures: Negotiating Successful Partnerships, Mike Lewis and William Hatton, Centre for Community Enterprise, 1992.

This book is intended to assist First Nations which are considering the joint venture as a way to build an economic base for community self-reliance. Within that context, it details how to plan and negotiate joint ventures systematically and effectively. Relevant information includes:

- the benefits of joint venturing;
- joint ventures as a community building strategy;
- a 5-stage process for joint venture negotiation;
- getting ready to negotiate: doing your homework;
- selecting ventures and partners;
- negotiating the heads of agreement; and
- issues related to joint venture management.

Associations Canada 2000-2001, Micromedia. (www.micromedia.on.ca)

This directory provides the most extensive list of Canadian associations with almost 20,000 listings.

AWPI Employer Toolkit, Aboriginal Workforce Participation Initiative, DIAND, Ottawa (1998).

The Toolkit was developed as a tool to increase participation of Aboriginal people in the labour market. It encourages partnerships between Aboriginal and non-Aboriginal people in the areas of employment and skills development. Relevant information includes:

- the business case for hiring Aboriginal people;
- demographic and statistical information on Aboriginal people;
- legislation and policies affecting Aboriginal employment;
- effective employment practices;
- a best practice checklist;
- building Aboriginal awareness;
- dispelling the myths;
- protocols on Elders;
- milestones in Aboriginal history;
- Aboriginal organizations; and
- sources of assistance.

Business Register, Statistics Canada, Catalogue No. 61C0024.

A source of customized data for any selection of industry (Standard Industrial Classification or North American Industry Classification) for any selected geographical area and by any specific employment size range.

Canadian Business Patterns, Statistics Canada Catalogue No. 61F0040XDB.

This contains data on business establishments by employment size, geography groupings (province, census metropolitan area, etc.) and industry classification.

Co-Managing Natural Resources with First Nations: Guidelines to Reaching Agreements and Making Them Work, Saskatchewan Indian Federated College,DIAND, (April 1996).

The report sets out guidelines or best practices to help a range of players including First Nations, federal negotiators, other public officials, etc., to reach co-management agreements by keeping communities involved in the process. Of interest are:

- community involvement strategies;
- preparing for negotiations: what to expect;
- hints and guidelines to a negotiating strategy; and
- using consultants and resource people.

Corporate Aboriginal Relations: Best Practice Case Studies, Pamela Sloan and Roger Hill, Hill Sloan Associates Inc., Toronto, (1995).

This book documents 38 case studies of leading Canadian companies that are implementing Aboriginal policies and programs. Relevant case studies on partnerships include:

- The Raglan Agreement between Falconbridge and Makivik Corporation;
- Hydro Québec's comprehensive agreements with Aboriginal peoples;
- Parks Canada's agreements with Aboriginal communities to cooperatively manage certain national parks;
- Interfor's cooperative ventures with Aboriginal people in British Columbia; and
- Canada Post's service partnerships with northern Aboriginal communities.

Employment Dynamics, Statistics Canada, Catalogue No. 61F0020XCB.

Employment Dynamics uses longitudinal data to produce year-to-year changes in the number of employer businesses, employment and payrolls in Canada.

First Nations Business Taxation, Gary Beveridge, Report of the 1998 Economic Renewal Conference, Economic Renewal Secretariat.

This article by a tax partner with KPMG sets out some of the key issues related to Aboriginal business taxation. It deals with Indian Act exemptions, the tax treatment of various business structures (proprietorships, partnerships, joint ventures, corporations, and trusts), and how to find the best structure for each business.

Flying Together: A Partnership Guidebook, Flo Frank, CANDO, Edmonton (1999).

This guide sets out insights into how to build, maintain and master partnerships. Relevant information includes:

- the what and why of partnerships;
- what is different about Aboriginal partnerships;
- how to do partnerships;
- the partnership process;
- keeping the partnership going; and
- trouble shooting and help.

Making Money in the Millennium: Creating and Optimizing Aboriginal-Corporate Partnerships, Conference Report,Economic Renewal Secretariat, (1999).

Relevant materials include:

- The Merits of Partnering between Aboriginal and non-Aboriginal Business;
- Self-Governance and Economic Development;
- Joint Ventures: A Practical Framework; and
- Corporate Aboriginal Partnerships: The New Leaders.

Report on Business Canada Company Handbook 2001, Globe and Mail.

This handbook provides annual and quarterly financial information and financial ratios for over 500 major Canadian public companies. It also provides brief summary information on major private companies and Crown corporations.

Report of the Royal Commission on Aboriginal Peoples, Supply and Services Canada, Ottawa (1996).

Chapters are devoted to major topics such as treaties, economic development, health,housing, Métis perspectives and the North. The report is set out in five volumes:

- Looking Forward, Looking Back;
- Restructuring the Relationship;
- Gathering Strength;
- Perspectives and Realities; and
- Renewal: A Twenty Year Commitment.

Scott's Industrial Directory of Ontario 2001.

This directory covers 22,000 firms with names of the organization, full address, phone, fax, email, Web sites, contact names, annual sales turnover, year of establishment, products manufactured,SIC codes, branches and subsidiaries.

Strategic Analysis for Native Nations, Stephen Cornell, Harvard Project on American Indian Economic Development and Udall Center for Studies in Public Policy, University of Arizona, Tucson.

This instrument is designed to serve as an analytical tool for use by First Nations, Aboriginal corporations and entrepreneurs seeking to promote economic development in Aboriginal communities. It provides a quick, self-administered tool to assist Aboriginal entities think through their situations and their options and improve the quality of their economic decisions. It helps communities address:

- their strategic vision;
- their priorities and concerns;
- their external environment;
- their internal environment;
- their assets; and
- how to evaluate specific projects.

The Unlimited Potential of Limited Partnerships, Al Solheim, CANDO, Edmonton (1999).

This book shows how to combine partnership strategies with the advantage of a limited liability company. It sets out strategies for negotiations, and tips and advice on how to build limited partnerships. Relevant materials include:

- is a partnership for you?;
- limited partnerships;
- the business plan;
- financing and loan options;
- dealing with lawyers;
- the partnership agreement; and
- strategies for negotiating.

Web Sites

This section lists key Web sites for obtaining more information about Aboriginal people, Aboriginal businesses and broader corporate sector businesses in Ontario and for identifying sources of program assistance.

Aboriginal Business Canada (ABC)

ABC provides support to Aboriginal entrepreneurs seeking to start or expand their businesses or to improve existing ones by giving them access to financing and information that will help them enhance their management skills.
www.abc.gc.ca

Aboriginal Economic Renewal Initiative

The Aboriginal Economic Renewal Initiative is a partnership between Canada, Ontario and members of the Aboriginal and non-Aboriginal business communities. The purpose is to foster the growth and development of Aboriginal business in Ontario through strategic partnerships and independent ventures.
www.economicrenewal.on.ca

Canada-Ontario Business Service Centre (COBSC)

The COBSC is a joint federal-provincial information centre for new and established entrepreneurs. This site offers information on federal and provincial government programs,services and regulations on starting and operating a business in Ontario.

The site also provides access to the Ontario Aboriginal Business Service network which provides improved access to general business information, pathfinding, counselling services, and business tools for Aboriginal businesses in Ontario.
www.cbsc.org/ontario

Department of Indian Affairs and Northern Development (DIAND)

The DIAND Web site contains First Nation community profiles including demographic information. It also provides information on the department and its programs and an annotated version of the *Indian Act*.
www.inac.gc.ca

Electronic Data Gathering, Analysis and Retrieval system (EDGAR)

The EDGAR site is an excellent place to get information on United States companies operating in Canada. Every United States public company is required to disclose the critical business, financial and competitive details of their activities throughout the year to the United States Security and Exchange Commission. Since 1993, the United States Security and Exchange Commission has mandated electronic filings through its Electronic Data Gathering, Analysis and Retrieval system. This system makes corporate and financial information available to investors and the financial community in a matter of minutes.
www.sec.gov/edgarhp

Ontario Aboriginal Business Online

This is a gateway site to a wide range of information on partnerships, practices, programs and services to strengthen and build Aboriginal economies in Ontario.
www.aboriginalbusiness.on.ca

Ontario Ministry of Economic Development and Trade

This Web site provides links to the Ontario government's economic development programs,including Aboriginal programs, Small Business Enterprise Centres, Business Self-Help Offices, Exporting Services and the Young Entrepreneurs program.
www.ontario-canada.com

Ontario Native Affairs Secretariat (ONAS)

The Ontario Native Affairs Secretariat supports the Minister Responsible for Native Affairs. It provides corporate Aboriginal policy development and management support, and negotiates and settles land claims. It works to facilitate Aboriginal business and economic development. It also manages the

province's relationships with First Nations and Aboriginal organizations (including Métis, Native women, Inuit and off-reserve).
www.nativeaffairs.jus.gov.on.ca

Statistics Canada

Statistics Canada is Canada's national statistical agency which is required to collect, compile, analyze, abstract and publish statistical information on virtually every aspect of the nation's society and economy.
www.statcan.ca

System for Electronic Data Analysis and Retrieval (SEDAR)

The System for Electronic Data Analysis and Retrieval is the system used in Canada for electronically filing securities documents and information. The SEDAR site allows users to gain instant access to information on Canadian public companies and mutual funds.
www.sedar.com

Glossary of Terms

Note: The definitions in this Glossary of Terms have been developed from a number of sources including the *Aboriginal Workforce Participation Initiative (AWPI) Employer Toolkit*; *Aboriginal Joint Ventures: Negotiating Successful Partnerships*; and the Ontario Native Affairs Secretariat. Some definitions draw on terminology used by the Department of Indian Affairs and Northern Development.

This glossary is provided to assist the process of building awareness and understanding. It is not complete, and definitions may vary depending upon the context and perspectives. The definitions contained in this glossary should not be read as stating Ontario's policy or legal positions.

Aboriginal Peoples
These are the descendants of the original inhabitants of North America. Section 35(2) of the *Constitution Act, 1982* states that:"In this Act, "aboriginal peoples of Canada" includes the Indian, Inuit, and Métis peoples of Canada." These separate groups have unique heritages, languages, cultural practices and spiritual beliefs. Their common linkage is their indigenous ancestry.

Aboriginal Rights
These are rights held by some Aboriginal peoples as a result of their ancestors' use and occupancy of traditional territories before contact with Europeans or before British sovereignty in Canada. Aboriginal rights vary from group to group depending on what customs, practices and traditions were integral to the distinctive culture of the groups.

Agreement
An agreement is a mutual and legally binding understanding between two or more parties as to their respective rights and obligations, often resulting from the exchange of a sequence of offers and compromises.

Band
The *Indian Act* defines "band", in part, as a body of Indians for whose use and benefit in common, lands have been set apart. Each band has its own governing Band Council, usually consisting of a Chief and several councillors. The members of the band usually share common values, traditions and practices rooted in their language and ancestral heritage. Today, many bands prefer to be known as First Nations.

Band Council or First Nation Council
The band's governing body. Community members choose the Chief and councillors by election, or through traditional custom. The Band Council's powers vary with each band.

Compromise
A compromise is mutual concessions by parties leading to an agreement.

Elder
A man or woman whose wisdom about spirituality, culture and life is recognized and affirmed by the community. Not all Elders are "old". Sometimes the spirit of the Creator chooses to imbue a young Aboriginal person. The Aboriginal community and individuals will normally seek the advice and assistance of Elders in various areas of traditional as well as contemporary issues.

First Nation
A term that came into common usage in the 1970s to replace the word "Indian", which many found offensive. The term "First Nation" has been adopted to replace the word "band" in the name of communities.

Heads of Agreement
A non-binding outline of the major features of a partnership agreement. It serves as the framework that will be used by lawyers as they draft the legal agreement defining the partnership, such as the shareholders agreement.

Indian
The term Indian may have different meanings depending on context. Under the *Indian Act*, Indian means "a person who pursuant to this Act is registered as an Indian or is entitled to be registered as an Indian". There are a number of terms employing the term "Indian" including Status Indian, Non-status Indian and Treaty Indian.Status Indians are those who are registered as Indians under the *Indian Act*, although some would include those who, although not registered, are entitled to be registered. Non-status Indians are those who lost their status or whose ancestors were never registered or lost their status under former or current provisions of the *Indian Act*. Treaty Indians are those members of a community whose ancestors signed a treaty with the Crown and as a result are entitled to treaty benefits. The term "Indian" was first used by Christopher Columbus in 1492, believing he had reached India.

Indian Act
Federal legislation that regulates Indians and reserves and sets out certain federal government powers and responsibilities toward First Nations and their reserved lands. The first *Indian Act* was passed in 1876, although there were a number of pre-Confederation and post-Confederation enactments with respect to Indians and reserves prior to 1876. Since then, it has undergone numerous amendments, revisions and re-enactements. The Department of Indian Affairs and Northern Development administers the Act.

Inuit
Aboriginal people in northern Canada, living mainly in Nunavut, Northwest Territories,northern Quebec and Labrador. Ontario has a very small Inuit population. The Inuit are not covered by the *Indian Act*. The federal government has entered into several major land claim settlements with the Inuit.

Joint Venture
The term is used loosely to refer to a wide variety of legal arrangements in which two or more parties combine their resources for some limited purpose, for a limited time and agree to share the profits and losses from the venture. Generally the joint venture will be established by a contract in which the joint venturers agree they will do certain things to carry out their common purpose.A joint venture could be established by having an independent corporation hold the joint venture assets, or simply by the parties allowing the use of their own assets in the venture.

Letter of Intent
A letter of intent is an interim agreement spelling out the understanding of the parties before a formal agreement is signed.

Management Agreement
Formal agreement that spells out who the managers of the partnership will be, who they will report to, how often they should report and how they should report.

Métis People
People of mixed First Nation and European ancestry. The Métis history and culture draws on diverse ancestral origins such as Scottish, Irish, French, Ojibway and Cree.

Negotiations Agenda
A preliminary, informal agreement about the content of upcoming discussions. It sets out what the parties could bring to a deal, what they would want from it, and how it could be organized to that effect.

Offer
Generally speaking, it is a proposal that if accepted by the other party, will form an agreement.

Pre-Negotiation
Pre-negotiation is the first phase of a negotiation. It refers to the initial period (prior to exchange of offers) when one prepares for the negotiation.

Reserve
Lands set aside by the federal government for the use and benefit of a specific band or First Nation. The *Indian Act* provides that this land cannot be owned by individual band or First Nation members.

Self-Government
This concept has different meanings depending upon the context and perspective of the user. One meaning is greater decision-making capacity than what is currently available under the *Indian Act.*

Shareholders Agreement
A legally binding document that describes the mutual obligations between the shareholders of the same business entity.

Stakeholder
A person, organization or group with a vested interest in the goals or outcomes of a business endeavour, such as a partnership. They can include employees, customers, shareholders, communities and governments.

Strategic Alliance
A strategic alliance is a goal-oriented cooperation among two or more businesses, based on formal agreements and a business plan. It usually does not involve the establishment of a separate new organization.

Trade-off
A trade-off is an exchange process in which a decision maker in a negotiation gives up partly on some issues so as to gain on other issues.

Traditional Lands
Lands used and occupied by First Nations before European contact or the assertion of British sovereignty.

Treaty
A formal agreement between the Crown and Aboriginal peoples.

Treaty Rights
Rights specified in a treaty. Rights to hunt and fish in traditional territory and to use and occupy reserves are typical treaty rights. This concept can have different meanings depending upon the context and perspective of the user.

Tribal Council
Tribal Councils usually represent a group of bands to facilitate the administration and delivery of local services to their members.